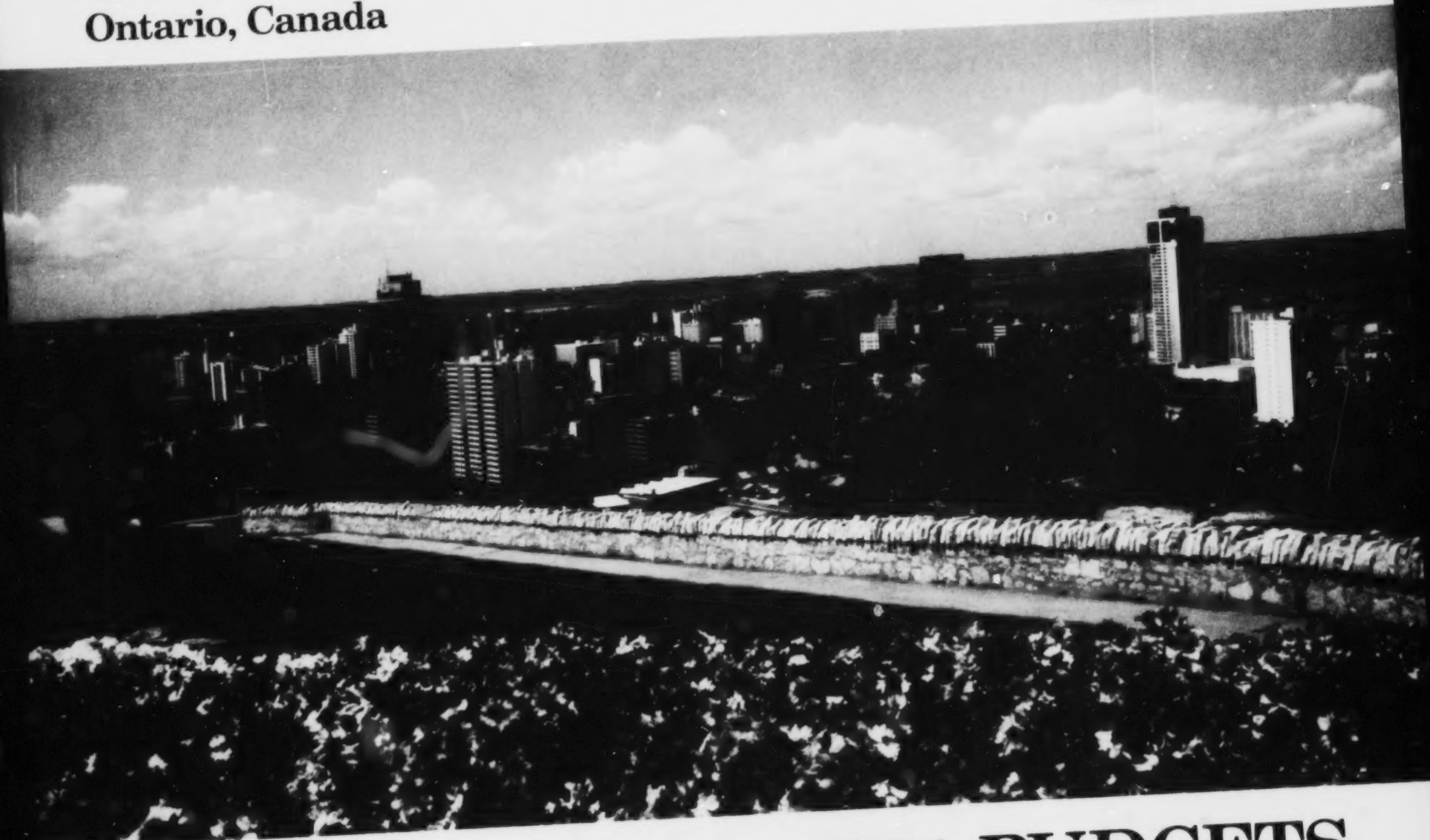
The Corporation of the

CITY OF HAMILTON

Ontario, Canada



PHOTOGRAPHY BY DENNIS R. McGREAL

1991 BUDGETS

TABLE OF CONTENTS

92-05483/

Current Budget

Members of The 1991 City Council *1*
Standing Committees of Council *2*
Administrative Structure *3*
Message From The Mayor *4-5*
"This Is Hamilton" *6-14*
Report of The Finance And Administration Committee *15*
Report of the Chief Administrative Officer *16-18*
1991 Current Budget Policy and Guidelines *19*
Report of the Treasurer *20-26*
Executive Summary of Supporting Documentation *27*
1991 Current Budget Process – Flowchart *28*
– Description *29*
Consolidated Statement of Operations *30*
Statement of Reserve and Capital Funds *31*
1991 Tax Dollar Apportionment (Pie Chart) *32*
Summary of The 1991 Taxation Requirement *33*
Percentage Increase in Taxes Levied 1991 Over 1990 (Bar Graph) *34*
1991 City Revenues/1991 City Expenditures (Pie Charts) *35*
Revenue Sources *36*
1991 Comparative Statement of Estimates – Revenues *37*
Comparative Statement of Taxation – By Taxing Entity *38*
Comparative Statement of Taxation – By Classification *39*
Summary of 1991 Expenditure Estimates By Committee *40-48*
Where Your 1991 Tax Dollar Goes *49*
1991 Comparative Statement of Estimates – Expenditures By Function *50-52*
Departmental Summaries By Function
General Government:
Chief Administrative Officer *53*
City Clerk/Legislative *54-56*
Treasury *57-58*
Information Systems *59-60*
Law *61-62*

TABLE OF CONTENTS

Current Budget

Departmental Summaries By Function – continued

- Human Resources 63–64
- Property 65–66
- Central Utilities Plant 67
- Planning and Development 68

Protection to Person and Property:

- Fire 69–70
- Building 71–73
- Traffic 74–76

Public Works:

- Cemeteries, Parks, Streets and Sanitation, Fleet Services 77–80

Local Roads – By Region:

- Local Roads – By Region 81

Culture and Recreation:

- Culture and Recreation 82–83
- Hamilton and Scourge Project 84

Local Boards:

- Hamilton Public Library System 85–86
- Hamilton Entertainment and Entertainment Facilities,Inc. 87–88
- Parking Authority of the City of Hamilton 89–90

City of Hamilton Share of Regional Estimates 91

City of Hamilton Share of Board of Education Estimates 92

City of Hamilton Share of The Hamilton–Wentworth Roman Catholic Separate School Board Estimates 93

1991–1995 Capital Budget

Report of The Treasurer 94–105

1991 Capital Budget Process 106

Approval Process For Capital Budget and Capital Projects 107

Estimated Schedule, Cost and Financing of Projects – Summary 108–110

Estimated Schedule, Cost and Financing of Projects 111–152

TABLE OF CONTENTS

Statistical Information

Permanent Staff Complement By Department 153
Comparison of Components and Total Residential Mill Rates and Residential Realty Taxes, Water Rates and Sewer Surcharge on an Assessment of $5,000 154
Comparison of Taxable Assessment and Population, 1982 to 1991 Along with Amounts and Percentage Adjustments, Year By Year 155
Summary of Population, Adjusted Municipal Levy and Mill Rates 156
Comparison of Residential and Non-Residential Assessment Within The City 157
Analysis of Municipal Debenture Principal and Interest Financed By Mill Rates 158
Municipal Debenture Principal and Interest (Bar Graph) 159
Debenture Principal and Interest 160
Annual Value of Building Permits Issued - By Classification 161

Appendix

1991 Current Budget Assumptions 162
1991 Current Budget Service and Program Packages 163-167
Traffic Department M.M.S. Performance Report 168-170
Capital Budget Assumptions and Notations 171-172
Estimated Cost and Financing of Projects For Consideration in the Years 1996 and After - Summary 173-174
Estimated Cost and Financing of Projects For Consideration in the Years 1996 and After 175-186
Glossary of Terms 187-191

MEMBERS OF THE 1991 COUNCIL

MAYOR
Robert M. Morrow

ALDERMEN

Ward 1	- T. Cooke - M. Kiss	Ward 3	- B. Hinkley - D. Drury	Ward 5	- D. Agostino - F. Lombardo	Ward 7	- H. Merling - J. Gallagher
Ward 2	- V. J. Agro - W. M. McCullough	Ward 4	- G. Copps - D. Wilson	Ward 6	- T. Jackson - V. Formosi	Ward 8	- D. Ross - T. Murray

OFFICERS OF THE TREASURY

E. C. Matthews, B.A., C.A.
Treasurer

FINANCE DIVISION

I. R. Hammel, A.M.C.T.
Manager of Accounting

N. R. Adhya, B. Comm., C.M.A.
Manager of Budgets

T. W. Daw, C.M.A.
Manager of Revenues

OTHER DIVISIONS

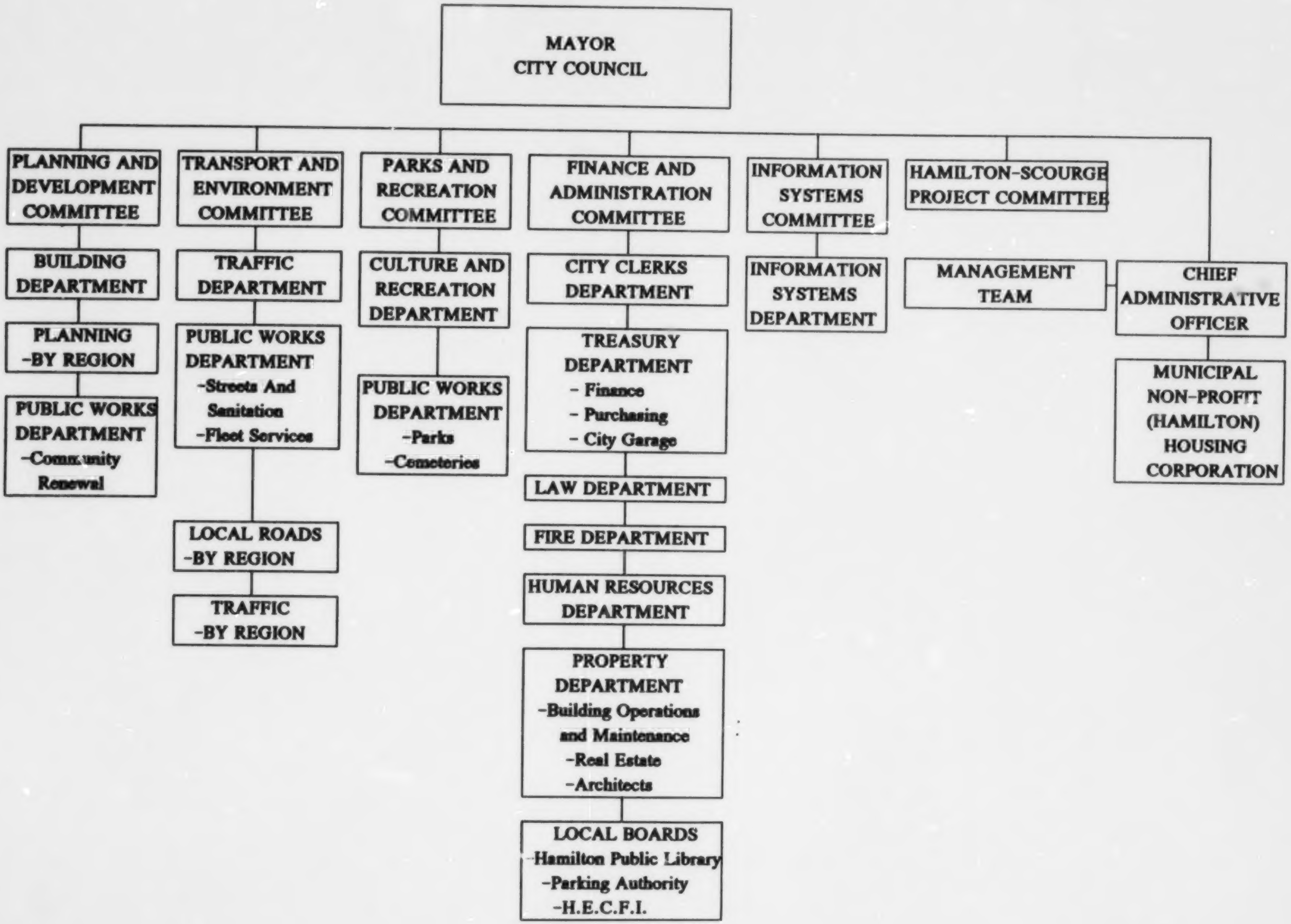
T. M. Bradley, P.M.M.
Manager of Purchasing

G. Dibacco
Supervisor of City Garage

AUDITOR
MacGillivray Partners
Chartered Accountants

BANKER
Canadian Imperial Bank
of Commerce

COMMITTEES OF COUNCIL



CHIEF ADMINISTRATIVE OFFICE

L. Sage, H.B.A.

DEPARTMENTS

Building
L. King, P. Eng.

Clerk
K. E. Avery

Culture and Recreation
R. C. Sugden, R.D.M.R.

Property
D. W. Vyce, A.A.C.I.

Fire
G. C. Baker

Human Resources
J. Johnston

Information Systems
J. G. Hindson, P. Eng.

Public Works
J. G. Pavelka, P. Eng.

Law Department
P. Noé Johnson, B.A., M.A., L.L.B.

Traffic
M. F. Main, P. Eng.

Treasury
E. C. Matthews, B.A., C.A.

LOCAL BOARDS

Hamilton Public Library
J. McAnanama, B.A., B.L.S., M.B.A.

Parking Authority for the City of Hamilton
P. G. Baker, H.B.A.

Hamilton Entertainment and Convention Facilities, Inc.
G. Macaluso

EDUCATION

The Hamilton Board of Education
K. A. Rielly, B.A., B. Ed., M.Sc.(Ed.)

The Hamilton–Wentworth Roman Catholic Separate School Board
P. J. Brennan, B.A., M. Ed.

1991 CURRENT BUDGET

MESSAGE FROM THE MAYOR

TO ALL CITIZENS OF HAMILTON:

It is with great pleasure that I present to you the City of Hamilton's 1991 Current and Capital Budgets. I believe this presentation to be self–explanatory and beneficial in communicating the various city programs which are planned for 1991 and future years.

The City of Hamilton as the heartland of the Regional Municipality of Hamilton–Wentworth is located at the south–western tip of Lake Ontario. The growth of our municipality could be measured by the shift in our employment base to become more diversified and vibrant with growing emphasis in the service industry. In spite of the difficult economic environment which has been experienced ienced not only locally but across the nation, Hamilton with its expanding cultural community continues to strive to "steel" your heart.

In recognition of the economic climate, both the Current and Capital Budgets were prepared with the objective of minimizing the tax impact on you, the local taxpayers. The stated directive from City Council to the Civic Departments was to prepare the Current Budget with a zero tax rate increase. After a careful evaluation of maintaining the 1990 programs and services in 1991 dollars and prioritizing these existing services, this objective was achieved with a 1.96% increase as the City's component of the tax bill. The overall tax increase for 1991 is a respectable 3.08 % when providing for tax increases related to the Boards of Education and Hamilton–Wentworth Regional operations.

As a result of "holding–the–line", City Council and to a greater extent Management Team have undertaken a commitment to "rightsizing" of the Civic structure. This commitment would endeavor to make civic programs and services more efficient and streamlined without any noticeable affect on the level of service provided to the public.

MESSAGE FROM THE MAYOR

As examples of the types of services and programs provided by the City, I would highlight the following:

- multi–million dollar waterfront park development
- an expanded (through corporate sponsorship) home beautification program – the Trillium Awards
- nurturing over 160 City parks and over 70,000 trees
- the "Rapid–Zap" early response Fire Department program which through the use of semi–automatic defibrillation machines assist in the treatment of a victim's heart condition – another first for the City Fire Department
- our entertainment and convention facilities under the H.E.C.F.I. Board management hopes to surpass their hosting of over 1,000,000 in 1990 attendance

In conclusion, I would like to take this opportunity to express my appreciation of City Council and its leadership for making difficult policy and program decisions in order to finalize the Current and Capital Budgets within reasonable increases. This was only possible due to the excellent co–operation and extensive budget preparation by the Chief Administrative Officer, City Treasurer and Management Team.

Sincerely,

Robert Morrow

Mayor Robert M. Morrow

June 1991

THIS IS HAMILTON

HISTORY OF HAMILTON

The history of Hamilton is one of Loyalist settlers engaged in agriculture, commerce, and heavy industry centering around a strategic position at the western tip of Lake Ontairo.

In the summer of 1669, Rene Robert Cavelier, Sieur de La Salle, discovered Burlington Bay. Settlement of this area did not really commence, however, until more than one hundred years later. Members of the United Empire Loyalists have been cited as the first settlers who migrated north to this new, untouched, frontier.

On June 18, 1812, the United States declared war on these British Loyalists in an attempt to claim Upper Canada and beyond, as part of the U.S.A. After the Treaty of Ghent was signed, marking the end of the war, migration to Canada increased. Captain George Hamilton was among this flock of new settlers and after a mere two years, he converted a scattered collection of homes into a town bearing his name.

The turning point for the Town of Hamilton occurred when the Burlington Bay Canal, completed in 1825, connected Hamilton with Lake Ontario making Hamilton an excellent centre for receiving goods and distributing them through the hinterland area. Wheat and other agricultural products from the surrounding environs were purchased here by merchants and transported by boat through the harbour, while manufactured goods were imported for sale to the agriculturalists. In anticipation of increased business, merchants, professionals and industrialists from near and far either relocated or expanded into Hamilton. This influx of trade and commerce aided the town to establish itself as a port in Southern Ontario which is now the focus of Hamilton's economy.

Settlement continued rapidly into the 19th Century with the acceleration of wheat exports and other business, and by 1846, the town had become a city with a population of 6,832. In January 1847, the first election was held under the provision of the new City charter and Hamilton's first Mayor, Colin C. Ferrie, was appointed. In 1854, the Great Western railway completed the first railroad line constructed through the core of the downtown section. Hence, goods could conveniently be transported via rail, road or water. This marked the beginning of an era for Hamilton; as it was no longer considered a small port, but rather a city possessing wealth in numbers and also in a variety of forms of transportation.

THIS IS HAMILTON

HISTORY OF HAMILTON

Manufacturing felt its first expansive boost in 1878 with the imposition of the National Policy. No longer could cheap manufactured goods flow freely across the border from the United States. Instead, some American firms moved into Canada to maintain their markets, while the foundries and mills in operation before 1878 expanded to handle the increased demand for their goods caused by the reduction of competition. The Hamilton area was favoured because of its central location with respect to sources of raw materials and consumer markets.By 1899, cheap electric power and the fine transportation system by boat, rail and radial lines were also factors in the continued growth of industry in the area.

HAMILTON TODAY

The population of Hamilton has grown to over 307,000 and takes up over 38,000 acres of land above and below the Niagara escarpment. The land below the escarpment bordering on Lake Ontario holds much of the industry, commerce and highrise offices, residential buildings, along with the older residential structures. The area above the escarpment, commonly referred to as "the mountain", has served to accommodate residential expansion. For the mountain residential area of 4,258.9 hectares and a population of over 112,000 and growing, there are recreation complexes, hospitals, library facilities and community and shopping centres.

The focus on industry in Hamilton traditionally has been steel. The two major employers in the Hamilton area are Dofasco (Dominion Foundries and Steel) and Stelco (The Steel Company of Canada) which employ 11,300 and 7,500 individuals respectively. Founded in 1910, Stelco has a coverage of approximately 1,000 acres and annual raw steel capacity, at the Hamilton location, of six million tons. Dofasco, which has been established since 1912, has now become the largest steel manufacturer in Canada after a recent acquisition. Both companies have established continuous cast operations. Dofasco production includes consumer durables and construction materials, whereas Stelco has a reputation as being more diverse in its industrial output. Together these steel producers account for over 60% of the nation's steel. Both companies are leaders in technology and research and have had a tremendous impact on Hamilton directly and indirectly for almost eighty years. Presently the steel industry and related businesses account for 33% of the local economy. This steel economic dependence has declined in recent years due to progressive

diversification into other sectors including health. Summarized below is a list of the largest employers (greater than 1,000 employees) operating in Hamilton:

EMPLOYER	APPROXIMATE NUMBER OF EMPLOYEES
1. Dofasco Inc.	11,300
2. Stelco Inc.	7,500
3. Hamilton Board of Education	6,785
4. Chedoke–McMaster Hospitals	4,600
5. Hamilton Civic Hospitals	4,500
6. Regional Municipality of Hamilton–Wentworth	4,100
7. McMaster University	3,700
8. St. Joseph's Hospital	2,930
9. Hamilton–Wentworth Separate School Board	2,850
10. City of Hamilton	2,350
11. Westinghouse Canada – Electrical and Mechanical	1,450
12. St. Peter's Hospital	1,200
13. Camco Inc. – Major Electrical Appliances	1,100
14. J.I. Case – Agricultural Machinery	1,100
15. Mohawk College	1,010
16. Bell Canada	1,000
17. Canadian Imperial Bank of Commerce	1,000

RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

As previously stated, Hamilton's economy has been shifting from that of primarily an industrial and manufacturing city to one that is more service oriented. This increase in the service sector has been helped by the rapid transformation of the downtown core by

THIS IS HAMILTON

RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

an urban renewal project which was initiated in 1967, Canada's centennial year. Between 1972 and 1989 more than $300 million has been invested in this urban redevelopment. This investment has provided for the construction of Lloyd D. Jackson Square, an ultra–modern shopping centre of 230 stores with adjacent office towers, the well–known Hamilton Place Theatre Auditorium and the Hamilton Art Gallery. The new homes of the Central Library and Hamilton Market, in the Square, were completed and opened in 1980, while 1981 witnessed the additions to the development of the Hamilton Convention Centre/Provincial Office Tower to complement the other specialized service facilities completed during this redevelopment.

The Hamilton Convention Centre, complete with total exhibit space of 40,000 square feet, a banquet hall with seating and facilities to serve 1,900 patrons, and 13 meeting rooms of various sizes, opened in June 1981. This facility was built at a cost of $16.7 million with the Province of Ontario contributing $5.1 million toward the cost. In addition, the Province has constructed a 14 storey office building above the Convention Centre to provide office space for the various Provincial Ministries and as an interim measure office space for the Regional Municipality of Hamilton–Wentworth administration departments.

The Standard Life Centre, Phase IV of Lloyd D. Jackson Square, provides an additional 400,000 square feet of office space and approximately 100,000 square feet of retail commercial area. In addition, the Victor K. Copps Trade Centre/Arena facility and the Sheraton Hamilton Hotel, were both completed in 1985.

The Victor K. Copps Trade Centre/Arena facility (Copps Coliseum), at an estimated cost of $41.3 million, contains over 18,000 arena seats and has 60,000 square feet of exhibition space which can be increased to over 87,000 square feet with the inclusion of the ice surface. The Federal Government contributed $4 million and the Province of Ontario contributed the same amount by stages. Connected to the Sheraton Hamilton Hotel complex and Lloyd D. Jackson Square, it increases the amount of retail space in the development by 33,000 square feet. The Trade Centre/Arena, which is located at the south–east corner of Bay and York Streets has state–of–the–art facilities for sporting events, major convention sessions, concerts, exhibitions and trade shows. In the spring of 1990, Copps Coliseum successfully hosted the national junoior hockey championships and established four attendance records. An agreement was reached with an international promoter to book major concert attractions such as the New Kids On The Block, Billy Joel, Diana Ross, and others which were successful in 1990. There's more, in the spring of 1991, Copps Coliseum successfully hosted the 1991 Labatt's Brier Curling Championship. The entire downtown area benefits from the increased exposure

RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

brought upon by the Trade Centre/Arena which, it is hoped, will be home to a Professional hockey franchise. Copps Coliseum has consistently proven to be one of the most successful facilities of its kind in North America. The Hamilton Entertainment and Convention Facilities, Inc. which manages and operates the Convention Centre, Hamilton Place and Copps Coliseum provided activities for 1.1 million participants in 1990 and according to a recent McMaster University study this entertainment trio provides an annual economic benefit to the City in the range of $145 million.

The Sheraton Hamilton Hotel, with 305 rooms and 18 floors, is a welcome addition to the Lloyd D. Jackson Square development. It has 4 lounges/restaurants, banquet facilities for 500 and 25,000 square feet of retail space. Well situated in the development, it is connected to Lloyd D. Jackson Square, Standard Life Centre, Victor K. Copps Trade Centre/Arena and by an overhead covered pedestrian walkway to the Hamilton Convention Centre. The recently renovated Royal Connaught Hotel with 207 rooms and the redocorated Holiday Inn with 219 rooms all located within a 5 minute walking distance of the above facilities, assist with the accommodation of various special events. These facilities have largely enhanced the attractiveness of Hamilton for major conventions and conferences, which in 1990 totalled 182 conventions, 72,000 delegates and 142,000 visitors.

The Downtown Action Plan evolved in the expectation of renewing the current downtown core. The Public Works Department is working with the Business Improvement Area (B.I.A.) to improve the appearance and accessibility of the downtown area. A closure to motorists of the south branch of King Street has been completed in order to establish a transit/pedestrian mall available only to buses during restricted hours. Sidewalks have been widened and their surface changed from concrete to interlocking bricks. Even the street lights have been upgraded to an attractive wrought iron design.

The redeveloped Gore Park provides a victorian garden, an amphitheatre, and in the area near the cenotaph, both grassed and hard surface areas. Extensive use of greenery has been made, particularly with the planting of over two hundred trees. The area north of Gore Park has been expanded to include the entire Central Business District, providing new sidewalks, lighting, trees, benches, bicycle racks and waste receptacles.

The Facade Improvement Programme commenced in 1986, providing low interest loans to owners of commerical properties located in approved business improvement areas. This will be a continuous program that will rehabilitate building exteriors as well as

RENEWAL OF HAMILTON'S DOWNTOWN CENTRE

improve business facades, including store fronts and signage.

In other recent developments, the Canadian Imperial Bank of Commerce completed the first of their twin banking and office complexes in 1987, on the site of their former bank building in the heart of the City's downtown core. Construction was completed on the second and final C.I.B.C. $33 million office tower early in 1991. In addition, in conjunction with the major expansion of the Eaton's department store next to the Lloyd D. Jackson Square complex, a $7.2 million Parkade was completed in late 1987 to accommodate present and future parking needs in the downtown area. Another pedestrian walkway has been completed linking this Parkade with the new 120 shop Eaton's Centre mall adjacent to their $100 million store. Future development includes permanent Regional offices and a new Royal Bank complex.

HAMILTON AND SCOURGE

HAMILTON and SCOURGE are two armed merchant schooners from the War of 1812 on Lake Ontario, remarkably preserved in the depths of Lake Ontario for the past 177 years. The City of Hamilton obtained title to these vessels in 1980; an international museum is planned.

In 1990, the JASON Foundation for Education made the HAMILTON–SCOURGE Project the focus of its educational efforts; in April and May 250,000 schoolchildren in fourteen museums across North America watched the live action via satellite on closed circuit television, while JASON, a remote operated vehicle, and its world–class crew completed scaled photography of HAMILTON and SCOURGE. The value of this in–kind donation — including ship–to–shore and personnel donations from Canada Centre for Inland Waters — is estimated at $9.5 million; the City supplied accommodations and a barge platform.

WATERFRONT PARKS DEVELOPMENT

Hamilton's Waterfront Development project involves the redevelopment of over 40 acres of city owned property in the west end of Hamilton Harbour into an exciting new recreational amenity for the residents of Hamilton – Wentworth and our tourists.

THIS IS HAMILTON

WATERFRONT PARKS DEVELOPMENT

The development is intended to not only increase the level of accessibility and usefulness of a waterfront area that is now quite limited in its activity and image but also to stimulate economic growth through accessory commercial and residential uses.

While environmental concerns and constraints have delayed the project over the several years, a favourable position from the Provincial Ministry of the Environment is anticipated shortly.

The City has been working closely with the Hamilton Harbour Commission in developing a component of the overall park, Pier 4 Park, in concert with the Hamilton Harbour Commission's marina expansion project. This portion of our development is underway.

TRANSPORTATION IN HAMILTON

Hamilton's transportation needs are well served by road, rail, water and air.

Over 100 million people live within a radius of 500 miles of Hamilton, and the City acts as the major distribution centre to the entire Niagara Peninsula. As such, the City is the hub of a series of nine Provincial highways which include two, four–lane, controlled access roads. These highways are used by a large number of transport companies to move goods to and from Hamilton and other centres in Ontario and in the States of New York, Pennsylvania and Michigan. The City is served by the Canadian National Railway, the Canadian Pacific Railway, and the Toronto, Hamilton and Buffalo Railway which links the C.P.R. to the Penn Central System in the United States.

The port of Hamilton which can accommodate the largest ocean going vessels that transit the seaway has 10 shipping piers occupying 350 acres and 11,350 metres of modern dock facilities. Full tug, workboat, and roll–on, roll–off terminal capabilities are available and help the port clear over twelve million metric cargo tonnes per year in and out of port. The Hamilton Harbour Commissioners marine dockyard offers a variety of facilites to the recreational boating community and takes pleasure in being able to serve it.

In order to facilitate the increase in trade and commerce in Hamilton, two major transportation facilities have recently been

THIS IS HAMILTON

TRANSPORTATION IN HAMILTON

completed, namely the twinning of the Skyway Bridge and the Airport expansion. The Q.E.W. Skyway Bridge twinning further increased the accessibility between Hamilton–Wentworth industries and their markets. The established Hamilton Civic Airport's recent $48 million expansion included construction of an 8,000 foot east–west runway, expansion of current apron and taxiways as well as tripling the present terminal size. The benefit of such enlargement is to improve the access to national and international business communities for Hamilton businessmen.

Future transportation improvements include a new regional highway and the proposed extension of the full rapid transit service from Oakville to Hamilton. In June 1990, ground breaking ceremonies took place on the Red Hill Creek Expressway, which will link the Q.E.W. highway in the east end of the City to the other major highway,#403 on the west mountain, and expected to be completed by the year 1999. In using the rapid transit or the A.L.R.T. system, Hamilton hopes to upgrade the inter–regional transit services to the neighbouring Toronto area, as well as increase the accessibility to existing and planned business in the downtown core.

ARTS, FESTIVALS, CULTURAL AND EDUCATIONAL FACILTIES

Hamilton's natural setting is enhanced by the presence of the Royal Botanical Gardens. It has taken a prominent role as an institution on this continent and representing one of only five such gardens in the world. The physical aspect which visitors so appreciate, the garden and natural areas, are all part of this scientific and educational resource centre. It stands as something of a hybrid between an experimental station, a museum, and a university, combined with the informal recreational aspects of a fine park system.

Hamilton has festivals. Five of its largest festivals are "Your Festival", "Earthsong", "Festival of Friends", "Cari–Can", and "Winterfest". As part of the celebration of the Hamilton Harbour, Aquafest involves various water activities including the berthing of the "Empire Sandy", Canada's largest tallship.

In the area of culture, the Hamilton Art Gallery is the third largest art gallery in Ontario; Hamilton Place which is a world renowned theatre–auditorium; the Hamilton Philharmonic Orchestra with a core of 32 resident musicians; and the Hamilton Public

THIS IS HAMILTON

ARTS, FESTIVALS, CULTURAL AND EDUCATIONAL FACILTIES

Library with over 800,000 books, 6,000 records and 2,600 films and videos. There are 5 civic museums, the most noteworthy being Dundurn Castle, the historic home of Sir Allan Napier MacNab who was among other roles a Prime Minister of Upper Canada. Enhancing the diverse arts/cultural fibre of the City are the 5 theatre companies and Opera Hamilton which plays to Hamilton Place audiences with 3 annual performances. One of the theatre companies, Theatre Aquarius, broke ground in April, 1990 on their estimated $10 million theatre complex expected to be completed by September 1991. The theatre complex land, located in the downtown core, was donated to the theatre company by the City of Hamilton, indicative of the commitment to the Arts by the City.

The century old McMaster University accommodates almost 17,000 full–time and part–time students. The university employs 1,000 faculty members and 2,700 support staff. McMaster has one of the world's first university campus nuclear research reactors and three libraries with a combined total of 1.5 million volumes. McMaster has an international reputation in the area of health sciences for the innovative programs the school of medicine offers. In addition to the six facilities (Business, Engineering, Health Services, Humanities, Sciences, and Social Services), the University's research centre is recognized for its contribution to medical science.

Mohawk College of Applied Arts & Technology is a diploma/certificate granting institution. With over 13,000 students enrolled in full–time courses and over 61,600 in part–time courses, it offers 60 post secondary, 32 retraining and 7 apprenticeship programs. Courses included a variety of vocational instruction in industry, commerce, and languages.

The Hamilton–Wentworth Economic Development is responsible for promoting the City of Hamilton in Canada, the U.S.A., and overseas. As indicated above, there is much to promote in this busy metropolitan centre. The changes and improvements made in the City's structure from its agricultural and commercial beginnings make it a dynamic city in which to be involved, now and in the future.

REPORT OF THE FINANCE AND ADMINISTRATION COMMITTEE

As approved by City Council April 30,1991

To the Council of The Corporation of the City of Hamilton.

Members of Council :

The Finance and Administration Committee presents its NINTH Report for 1991
and respectfully recommends :

1. That leave be granted to introduce the following bills :

(a) Bill No. H-19 By-Law No. 91-84 to Fix the Rates of Taxation for Municipal, Regional and School Purposes for the year 1991.

(b) Bill No. H-20 By-Law No. 91-85 to Fix the Rates of Taxation for Municipal (City) Purposes for the year 1991.

(c) Bill No. H-21 By-Law No. 91-86 to Fix the Rates of Taxation for Regional Purposes for the year 1991.

(d) Bill No. H-22 By-Law No. 91-87 to Fix the Rates of Taxation for School Purposes for the year 1991.

(e) Bill No. H-23 By-Law No. 91-88 to Levy an Annual Tax on Telephone Companies doing business in Ontario, respecting the Bell Telephone Company of Canada.

Respectfully Submitted,

Brian Hinkley

ALDERMAN BRIAN HINKLEY
CHAIRMAN, FINANCE AND ADMINISTRATION COMMITTEE

J. D. Thompson, Secretary

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

INTRODUCTION

I am pleased to present the City of Hamilton's 1991 Current Budget and 1991-1995 Capital Budget representing the revenues and expenditures of the City's current operations and long-term planning through various capital projects which reflect the needs and desires of a diverse urban population. In addition, the City's unique features of an upper and lower city divided by an escarpment ranging from 60 to 90 metres in height, the deep water harbour, and the varied industrial, commercial and residential mix within the City, present a constant challenge to politicians and planners to decide on where the priorities lie.

The City of Hamilton, largest of the six area municipalities comprising the Regional Municipality of Hamilton-Wentworth, is responsible for services and programs related to fire protection, local roads, traffic control, building inspection, public works, recreation and community services, property maintenance, along with various administrative functions. In addition, the Hamilton Public Library, the Hamilton Entertainment and Convention Facilities Inc. (which operates Hamilton Place, Hamilton Convention Centre and Copps Coliseum) and the Hamilton Parking Authority, each representing an independent Local Board, are part of the general responsibility of the City.

The challenge faced by the Management Team in preparing the 1991 budget was to keep the increase in the tax rate as low as possible while still maintaining services to the citizens of Hamilton at their current levels. Council instructed us to find innovative ways to carry on serving the citizens of Hamilton as before without adversely affecting staff.

CURRENT AND CAPITAL BUDGETS - THE PROCESS

Formulating the Current and Capital budgets presented a difficult challenge for senior staff. The challenge relates to the mix of providing sufficient programs and services to address community needs without an excessive tax burden on the community to pay for these services. This challenge reflects the difficult economic climate experienced within the community and nationally.

The process for both the Current and Capital budgets started in September 1990 from the staff perspective, wherein programs and services are evaluated and costs determined for 1991. The budgets are developed with the assistance of guidelines which are issued by the Treasurer and treasury staff. There are similarities of process with both budgets. These similarities involve the role of staff in developing the budgets; treasury staff to co-ordinate the budgets; the Management Team for establishing program priorities and recommending funding levels; and City Council in approving the final budgets.

A major component to this process involves the use of policies, both established and those created during the process, which provide the parameters and direction of the budgets.

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER - continued

CURRENT BUDGET - THE POLICIES

The Current Budget Policies and Guidelines are summarized on page 19.

Clearly the Policy which set the stage for the 1991 budget was approved by City Council on October 30th 1990. In this policy or guideline, Council recognized the growing concern of the Community of being overtaxed by all levels of government. A zero tax rate increase would stabilize the local tax impact, however there would be a cost for this stabilization. This cost would be in terms of providing for no new programs and/or associated staff, along with some difficult decisions about the level of service for existing programs. Should the possible reduction in the levels of service be too severe, Council agreed to an alternative by allowing a tax rate increase up to the projected rate of inflation.

As a new initiative to be more responsive in the budget process, City Council took the unprecendented initiative in organizing a pre-budget public forum. This session involved presentations to the community by all local levels of government, specifically the Regional Municipality of Hamilton-Wentworth, both the Public and Separate School Boards, as well as civic representation. The information presented was well received and provided sufficient feedback to the government representatives to reinforce the need for as nominal a tax rate increase as possible from the taxpayers perspective.

Another significant policy change occurred in December 1990, with the revision of the expenditure control parameters, allowing a shift to a departmental bottom line basis from a more detailed account basis. This policy change indicated that Council was willing to accept a greater level of accountability by the senior staff. This increased responsibility was reinforced by Council in February, when they authorized a significant budget process change of bypassing the Standing Committee budge review and presenting the budget, as prepared and recommended by the Management Team, to the Committee of the Whole.

The Management Team worked extremely hard to ensure that the confidence bestowed to them by Council did not fail. The 1991 budget presentation to the Committe of the Whole after some minor service level modifications was approved. However, not only was the budget approved but more importantly a new long term program of downsizing, or expressed in the positive, rightsizing was approved. A commitment of reducing the City's staff complement by 50 Full Time Equivalents by year end is yet a new challenge facing Management Team, which will be undertaken with a view to streamlining City operations in recognition of the environment facing the local business community.

CAPITAL BUDGET - THE POLICIES

The relevant policies which were instrumental in guiding the direction of the Capital budget largely involve the financing of the various programs. More specifically the level of debt which is to be incurred, the use of reserve funds, and the pay-as-you-go concept. Further clarification of these policies and guidelines can be found within the Treasurer's Report in the Capital Budget starting on page 94 of this publication.

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER - continued

THE 1990'S APPROACH

The preparation of packages and programs and establishing a prioritized funding level led the Management Team to think globally and establish a long range plan known as "rightsizing", in order to find correct staffing levels in all areas of the organization. It is not business as usual. The quality fad has given way to a continuous improvement approach that is designed to correct today's problem and eliminate tomorrow's road blocks. The pyramidal structure is being reviewed carefully to make room for a horizontal management approach which takes advantage of the highly motivated and micro-computer oriented staff. The City Council has approved the program of "rightsizing" which will proceed with the voluntary departure of 50 staff or Full-Time Equivalents (F.T.E.'S). This will cut the base for the 1992 Current Estimates by $2 million. This does not include 30 identified F.T.E.'s that were eliminated during the 1991 budgeting process.

CONCLUSION

We believe that by keeping Hamilton's tax rate low while continuing to provide excellent service, Council will increase the City's attractiveness to new business and to business seeking to relocate in our community.

In conclusion, I convey my sincere thanks to Management Team members and their staff, and the Treasurer and his staff, for their sincere efforts, advice and dedication in compiling the documentation and going through the difficult process. I also acknowledge the efforts and dedication of Council members in reviewing the budgeting process and approving a tax rate which will benefit the Taxpayer in these difficult times facilitated by continuous program improvements. I would also like to express the Management Team's appreciation for the confidence Council has shown in the Management Team's ability to manage prudently in these difficult economic times.

Respectfully submitted

Lou Sage, H.B.A.
Chief Administrative Officer

1991 CURRENT BUDGET POLICY AND GUIDELINES

Date	Policy/Guidelines	Change/Implication
September 25, 1990	Procedural by-law revised to provide for a process to finance unbudgeted expenditures.	SIGNIFICANT POLICY CHANGE - ensures that unbudgeted expenditures have a recommended source of funding approved by City Council prior to any incurred expenses.
October 9 & 12,1990	Current budget timetable approved by Council; staff requested to prepare budgets on a maintenance budget basis - no new staff or programs.	Indication of difficult budget.
October 30,1990	Staff directed to prepare the 1991 Budget Estimates on the basis of a zero percent increase over 1990 ; cuts in services to be proposed to Committees to achieve a zero increase in budget allocations; any Council/Committee budget increase to be limited to the projected rate of inflation.	Stated objective for establishing 1991 budget - required Departments to prioritize and package reduction programs to achieve budget objective.
December 11,1990	Revisions to Expenditure Control Policy to establish controls on a Departmental bottom line basis along with increased authorization limits for Department Heads, the C.A.O., and Committees.	SIGNIFICANT POLICY CHANGE - reduced control restrictions from an account to a Departmental basis; greater flexibility and accountability to senior staff.
February 12,1991	All packages relative to the 1991 Budget Estimates to be considered by the Committee of the Whole.	SIGNIFICANT PROCESS CHANGE - no detailed Budget review by Standing Committee.
February 21,1991	Management Team instructed to recommend to Council a budget within the range of 0% and 4% (possibly 2.8%) and explore downsizing as a tool to achieve this range.	SIGNIFICANT PROCESS CHANGE - Management Team authorized to recommend budget level and consider staff level changes.
February 26,1991	City Council approves of the creation of the "Tax Stabilization Reserve" to reduce the impact of future tax rate fluctuations.	SIGNIFICANT POLICY CHANGE - recognize need to stabilize tax increases over the long term.
March 21,1991	City Council approves 1.96% tax increase and adopts downsizing policy to achieve long term current expenditure and staffing savings through reorganization, non-filling vacancies and early retirement.	SIGNIFICANT POLICY CHANGE - downsizing policy establishes additional tools for staffing changes.

REPORT OF THE TREASURER

INTRODUCTION

It is with pleasure that I present the City of Hamilton 1991 Current Budget of Revenues and Expenditures of the Corporation of the City of Hamilton including the Library Board, the Parking Authority and the Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.). The net total municipal budget in the amount of $159,479,450 was approved by a special City Council meeting on Thursday, March 21, 1991. Subsequently the mill rates were approved under Section 1 of the Ninth Report of the Finance & Administration Committee adopted by Council April 30, 1991.

I am also presenting the City's Five Year 1991-1995 Capital Budget Program as approved by City Council on Tuesday January 29, 1991 with the amount of $136,849,000 (gross cost of $210,014,000 less subsidies and other funds of $73,165,000) to be spent over the five year period. There are several capital projects the City is considering implementing in 1991 without a significant increase in debt charges which has meant a greater challenge searching for alternative sources of financing.

The City Managment Team faced a challenge to keep the tax rate down to conform to the current recession while ensuring minimum reductions to service levels. With a 5% increase expected in the salary base occupying 75% of departmental budgets, accompanied by a limited user fee resource, Management Team was presented with a challenge to create a workable plan which could be implemented with the blessings of City Council and be acceptable to the taxpayers of Hamilton.

The City has an approved strategic plan "HAMILTON 1991: FUTURE STRATEGIC DIRECTIONS" which is now in the process of revision. The City continues to "provide progressive leadership in community development; promote diversified economic growth; encourage broad-based participation in civic activities; and facilitate a high quality of life for residents". This Plan provides the necessary backdrop to the completion of both the Current and Capital Budgets.

DIRECTION OF COUNCIL

On October 30, 1990 Council adopted a resolution requiring staff to present a zero percent increase in the 1991 budget estimates. Council in recognizing that this would require service cuts, directed that those non-funded programs were to be presented to the respective Standing Committee. Should the Committee and indeed Council agree to funding any of the proposed cuts, the resultant tax increase would have an upper limit of 5.8%, the 1991 projected rate of inflation.

Later in the budget process, Council provided further instructions which were quite different from prior years' budget directives. First, Council directed that the Management Team was to present their budget recommendations to the Committee of the Whole. (Normally the budgets would be reviewed by the respective Standing Committees.) Secondly, Management Team was authorized to consider "downsizing" as a tool to assist in possible budget reductions and allow for long term operational efficiencies.

All of these Council directives established the necessary parameters within which Management Team could present the 1991 budget.

REPORT OF THE TREASURER - continued

BUDGET PROCESS

The budget process and preparation stage commenced as early as July 31, 1990 when the Management Team selected two groups of Department Heads to form the Current and Capital Budget Sub-Committees. From September, 1990 to March 21, 1991 much time was spent with sincere efforts by Department Heads and Managers of the Local Boards, along with their budget staff, and members of the Finance and Administration Committee and Council, to ensure a nominal tax rate increase.

The budget call letters requesting capital budget submissions for the 1991-1995 Provisional Capital Budget were sent to all civic Departments and Local Boards on September 26, 1990, with similar letters for the Current Budget being provided on October 15,1990, along with detailed guidelines and the direction adopted by Council on October 9 and October 30, 1990. Staff were requested to prepare a maintenance budget, with no provision for any new staff or programs. The Council-proposed zero tax rate increase thereby forced staff to package low priority services/programs as determined by the Department Head or Manager of the Local Boards. These packages represented the difference between the 1991 departmental maintenance budget amount and the 1990 departmental approved budget. As an example, the 1991 maintenance budget for the Treasury Department was $3,425,510 which represented an increase of $98,650 over the 1990 approved budget. This increase was to be packaged and later considered on a global basis along with all other departmental packages for funding.

The City took a leadership role in organizing a public meeting on Saturday, December 15, 1990 and invited both the Boards of Education and the Regional Municipality of Hamilton-Wentworth. The purpose of the meeting was to present an overview and forecast of the 1991 Budgets of the City, the Region and the Boards of Education, each representing a portion of the tax bill, and to receive public input. The public felt more informed and the message received by the public officials was absolute in the sense that the budget had to be kept in line with what the people could afford, particularly with a recession already in progress. Clearly the City was involved improving the budget process from the global perspective as well as that portion over which it has direct control.

In the Fall of 1990, Management Team agreed to use concensus in developing all major budget policy resolutions to be considered by Council. The Management Team had a series of top level budget meetings to review and prioritize the packages submitted earlier by Department Heads and Managers of Local Boards (a listing of packages is included - pages 163-167) which in total dollars were sufficient to reduce, along with revenue increases, the tax rate increase to zero or below. Using a voting mechanism of "9" for services/programs considered to be essential, "5" for service/programs which are highly desireable, and "1" for those service/programs that are nice to have, with graduations within this framework, the Management Team came up with a prioritized listing of 99 packages. The next step was to agree on a level of funding to be presented to the Committee of the Whole and Council. The new and enhanced service programs were not entertained unless tradeoffs with existing service programs were identified.

As an interim step the Management Team received confirmation from Council, on February 21, 1991, to reduce the maximum tax rate increase to 4.0%, an achievable rate given the known factors which impact on the budget such as the 1.79% assessment growth, and a 5% increase in the Provincial Unconditional Grants. At this point Management Team was authorized to explore downsizing as a tool to streamline operations not only for the current year operations but more for long term efficiencies. Finally, on March 21, 1991, after a series of positive discussions, Management Team presented to the Committee of the Whole a prioritized list of packages which would comply with the zero tax rate Council directive. However, in light of a possible upturn in the economy towards the latter part of 1991, Management Team had

REPORT OF THE TREASURER - continued

recommended a nominal tax rate increase by funding some of the deleted packages. After some deliberation over the priority ranking of the funded/non-funded packages, the Committee of the Whole and subsequently Council approved of the final budget at a 1.96% increase. At the same time Council approved a very significant resolution made by the C.A.O. and Management Team with respect to downsizing as follows:

(a) That the Management Team be directed to reorganize work processes (downsizing) in order to reduce both the current expenditures and the long-term staffing requirements for the Corporation, without adversely affecting service to the Ratepayer or causing any permanent, full-time employees to lose their jobs as a result of downsizing.

(b) That the City's current personnel complement be reduced by 50 F.T.E.'s (Full Time Equivalents) by December 31, 1991, which will result in an annualized salary savings of $2,000,000.

It should be noted that 30 F.T.E.'s were eliminated during the budgeting process over and above the 50 F.T.E.'s recommended for elimination by year end.

METHOD OF BUDGETING

The City uses a "modified program budgeting" approach for both the current and capital budgets. In essence this approach requires the budgets to be prepared and evaluated on the costs of various services or programs offered by the departments. Any alteration in the services or programs would have a larger dollar impact on the budgets. This approach contrasts the "line budgeting" system wherein each account is evaluated and any alterations of accounts has little affect on the overall budget. In the formulation of the budgets, information is collected on an accrual basis of accounting. This is consistent with the format presented in the financial reports.

Any amendments to the budget during 1991 are addressed by the revised (September 1990) Procedural By-law. This By-law requires that any unbudgeted items (i.e. new services or programs) which are being recommended by a Standing Committee or Council must be financed through tradeoffs of other services or programs. These tradeoffs are to be considered first by the appropriate department, then Standing Committee. If resources are still unavailable, the Finance and Administration Committee is requested to find a source of funding. Given a very lean budget, there are not many alternative sources for funds, except for emergencies which could access Contingency funds. In all cases, a funding source has to be approved by Council prior to any relevant expenditures.

HIGHLIGHTS OF CURRENT BUDGET

The approved revenues and expenditures of the City resulted in a residential mill rate for 1991 of 98.6655 mills, representing an increase over 1990 of 1.8970 mills or 1.96% compared with last year's increase of 4.94% over 1989. The total taxation requirement for 1991, the resultant mill rates and other pertinent information are summarized and presented following this report.

REPORT OF THE TREASURER – continued

While the City maintains a strong Standing Committee form of local government, this year City Council decided to by-pass individual current budgets being presented to Standing Committees and have all budgets presented directly to Council for approval. This worked extremely well because staff had a well documented budget for their review, the information was clear and discussions were made at the global level. All "pet project" presentations and any parochialism were dealt with fairly at this level. In the process a tremendous amount of time was saved on the part of staff and Council, and everyone was satisfied with the results.

Current Revenues

The 1991 Revenues for the City of Hamilton are summarized on page 37 . The revenues, not including Taxation and the Carry Forward Surplus, have increased/(decreased) over 1990 by (i) $1,930,690 or 6.0% in relation to the other revenues, and (ii) ($46,120) or (0.3%) in relation to user fees. There were two Revenue sources, namely Provincial Unconditional Grants and Assessment Growth, which facilitated the nominal tax increase.

Provincial Unconditional Grants

The provincial unconditional grants have increased by 5% in 1991 to $12,489,860 (1990 - $11,895,521). The 1989 and 1990 grants were held at 1988 levels and were not increased even to the level of inflation.

Assessment Growth

In spite of the slowing economy, assessment continued to grow in 1991 at a respectable rate of 1.79% over 1990 levels. This translates into an additional $1.8 million of revenue.

Surplus For The Year 1990

The City of Hamilton, through careful budgeting and co-operation of the various departments, is able to report a surplus for the 43rd consecutive year in 1990. The anticipated surplus for 1991 is $500,000 which will be carried forward and form part of the 1992 budget. This is consistent with the policy concerning the planned decline in the use of surpluses to finance the next year's operations. In spite of declining building permit and short term investment interest revenues, the 1991 anticipated surplus should be achieved through tight expenditure monitoring and the affects of the downsizing program.

Current Expenditures

The 1991 Maintenance Budget amount of $161,469,700 (Page 40, Column (4), prior to review by Council/Standing Committee), represented an increase of $7,217,130 or 4.7% over 1990. Following an examination by Management Team, Committee of the Whole and Council, these amounts were reduced by $1,990,250 to $159,479,450,

REPORT OF THE TREASURER - continued

representing an increase in expenditure of $5,226,880 over 1990 or 3.4%. It is to be noted that the increase in the non-Departmental or financial accounts (reserves, debt charges, contingency, etc.) increased by $1,996,310, accounting for about 6.9% of the overall increase in expenditures this year. (page 40) As a result, all departments were forced to thoroughly examine and trim all expenditures to compensate for the large non-departmental increase.

Total Mill Rates and Levies

The Current Estimates and resultant levy of the Regional Municipality of Hamilton-Wentworth, the Board of Education for the City of Hamilton, and the Hamilton-Wentworth Roman Catholic Separate School Board, are included for information purposes. It should be noted that the above named bodies requisition the City of Hamilton for their required levies and the City, by Provincial Statute, must levy and collect the resultant taxes and transfer such levies to these Boards.

City Council approved the mill rates relative to the final City Estimates, along with the Regional and Educational mill rates, on Tuesday, April 30, 1991. The Regional requirement showed an increase of 7.4595 mills for residential purposes or 8.09% over 1990 rates. The Education requirement showed an increase of 1.8982 mills for residential purposes or 1.08% over 1990 rates.

Total requirements for the City, Regional and Educational purposes have resulted in mill rate increases of 11.2547 mills for residential taxpayers and 13.2409 mills for non-residential taxpayers in 1991, an increase of 3.08% for each rate respectively.

HIGHLIGHTS OF CAPITAL BUDGET

The Capital Budget is the sole responsibility of the Finance and Administration Committee and this Committee presented the budget to City Council on January 29,1991 based on clear parameters to limit future debt. The 1991-1995 Capital Budget was approved using the process consistent with prior years.

The net Total 1991-1995 Capital Budget Program of $136,849,000 is financed by: $30,609,000 (22.4%) from the six mill capital levy through the current budget, $57,623,000 (42.1%) from the Reserves and Reserve Funds, and the balance $48,617,000 (35.5%) by the issuance of debentures over the five year period. Debt charges are expressed as a percentage of levy at 11.6%, which represents a reduction in the formerly approved parameter of 12.5% and limits debenture charge increases to 5% per year in order to minimize the impact on property taxes.

The City has set a provision in the Current budget for debt charges in the amount of $15,075,000, which is expected to increase by 5% annually for the next five years. The City also has set up a six mill capital levy ($6,004,000) which is expected to increase 1.25% annually for the next five years. Another example of the inter-relationship of the Current and Capital Budgets is the additional playlot equipment to be installed in various City parks. This requires, from a current operational basis, the hiring of two playlot equipment repair staff to maintain this new equipment.

REPORT OF THE TREASURER - continued

Another factor in the Capital budget is the "Pay-As-You-Go" philosophy adopted by the City in the early 1960's and encourages every effort to restrict capital borrowing wherever possible. The Treasurer's report regarding the details of the 1991-1995 Capital Budget Program is shown separately in the Capital Budget section.

ECONOMIC OUTLOOK

The North American recession, which has been expected by economists since the 1987 Stock Market crash, has finally arrived and is currently being experienced. The recession may have been caused by high interest rates and the tight monetary policy of the Bank of Canada and its counterpart in the United States. In Canada, interest rates were maintained at a higher rate in comparison to the United States in order to restrain the inflationary pressure and to maintain a strong Canadian dollar. In order to avoid severe recession, the Central banks in both Canada and the U.S. have lowered the interest rates in the last several months. This move is intended to boost business and consumer confidence and to stimulate the economy. It is expected that interest rates will continue to move lower for the next six months as the Canadian dollar stays high, and is then expected to level off; although the Bank of Canada maintains that interest rates could go up if inflation moves upward. It is hoped that the recession is bottoming out.

The Consumer Price Index (CPI) in Canada was 4.4% in 1987, 4% in 1988, 5% in 1989, 4.8% in 1990 and is 6.4% in 1991 (average of first five months). The City has used a 5.8% inflationary index for 1991 for budget purposes. This rate and other assumptions in relation to the Current and Capital Budget are all identified in a separate schedule listed in the Appendix (pages 162, 171-172).

PERFORMANCE MEASUREMENT

General performance measures used by the City include compliance with the budgeted expenditures and revenues to ensure the anticipated year-end surplus, and for 1991 the commitment to the downsizing program whereby 50 F.T.E.'s are to be eliminated by year end.

In addition the City uses a Maintenance Management System for performance measurement mainly in two departments, namely the Public Works (Streets, Sanitation and Parks Division) and the Traffic Department, representing 19.6% of the 1991 City Budget. The Performance Budget concept indicates the relationship between service levels provided and the cost of providing individual services. This is a valuable tool for decision making in terms of providing information which permits the rationalization of funding requirements for services, and the effective monitoring and control of the costs to provide these services. An example of the Traffic Department Performance Budget is included in the "Appendix Section", pages 168-170, for information.

REPORT OF THE TREASURER - continued

CONCLUSION

I am enclosing for your information, following my report, a summary listing of relevant documentation.

In closing, the Members of Council should be commended for their efforts in reviewing and approving the final estimates for the Civic Departments and Local Boards. I further commend the Chairman and members of the Finance and Administration Committee for their leadership in meeting the challenge of the annual budget review. This budget reflects the requirements of an urban municipality after providing for essential, and in some areas expanding, services.

I wish to acknowledge the courtesies and co-operation extended to the staff of the Treasury Department in the preparation of these Estimates by His Worship the Mayor and Members of Council, the Local Boards, and other Civic Departments. I would also like to take this opportunity to express my appreciation to the senior City officials and the staff of the Treasury Department, especially the Budget Division for their dedication and cooperation in the preparation of this budget.

Respectfully submitted

E.C. Matthews, B.A., C.A.
Treasurer

EXECUTIVE SUMMARY

An integral part of this publication is the following listing of Schedules found throughout:

	Page
Consolidated Statement of Operations – includes Revenue Fund, Capital Fund and Reserve Fund	30
Statement of Reserve and Capital Funds – depicting the balances as at December 31,1991	31
1991 Tax Dollar Apportionment (Pie Chart) – sets out the distribution of City, Regional and Educational amounts	32
Summary of The 1991 Taxation Requirement	33
Percentage Increase in Taxes Levied 1991 Over 1990 (Bar Graph)	34
1991 City Revenues/1991 City Expenditures (Pie Charts)	35
Revenue Sources	36
1991 Comparative Statement of Estimates – Revenues	37
Comparative Statement of Taxation – By Taxing Entity	38
Comparative Statement of Taxation – By Classification	39
Summary of 1991 Expenditure Estimates By Standing Committee	40–48
Where Your 1991 Tax Dollar Goes (Bar Graph) – indicates expenditures by function	49
1991 Comparative Statement of Estimates – Expenditures By Function	50–52
Departmental Summaries By Function – includes descriptions of responsibilities and historical amounts	53–90
City of Hamilton Share of Regional Estimates	91
City of Hamilton Share of Board of Education Estimates	92
City of Hamilton Share of The Hamilton–Wentworth Roman Catholic Separate School Board Estimates	93

Also enclosed in this publication is additional statistical information, Capital Budget Programmes, and other relevant information found in the Appendix, all of which support the presentation of the City of Hamilton's 1991 Budgets.

1991 CURRENT BUDGET PROCESS

OCTOBER 9 AND 12TH,1991	OCTOBER 30,1990	NOVEMBER 6,1990	NOVEMBER 16,1990	DECEMBER 15,1990
CITY COUNCIL ADOPTS TIMETABLE FOR PREPARATION AND REVIEW OF 1991 CURRENT BUDGET ESTIMATES; BUDGET CALL LETTER AND FORMS ISSUED TO ALL DEPARTMENTS AND LOCAL BOARDS	COUNCIL RESOLUTION FOR ZERO % INCREASE THROUGH CUTS IN SERVICES;INCREASE MAY BE LIMITED TO PROJECTED RATE OF INFLATION	FINANCE AND ADMINISTRATION COMMITTEE RECEIVES OVERVIEW AND CLARIFICATION OF BUDGET PROCESS	DEADLINE FOR COMPLETED BUDGET SUBMISSIONS TO BE RETURNED TO TREASURY	PUBLIC MEETING ON STATUS OF 1991 CURRENT BUDGET

NOVEMBER 19 TO DECEMBER 31,1990	JANUARY 2 - 18,1991	JANUARY 24,1991	JANUARY 29,1991
TREASURY MONITORS,PROCESSES & ASSEMBLES BUDGETS TO ENSURE COMPLIANCE WITH GUIDELINES; BUDGETS REVIEWED BY DEPARTMENT HEADS;TREASURY PREPARES BUDGETS FOR REVIEW BY STANDING COMMITTEES	MGMT. TEAM SUB-COMMITTEE REVIEWS STATUS OF BUDGET, REVIEWS & RANKS ALL SERVICE/ PROGRAM PACKAGES AND PREPARES RECOMMENDATIONS TO FINANCE AND ADMINISTRATION COMMITTEE	FINANCE & ADMINISTRATION COMMITTEE RECEIVES UPDATE ON BUDGET STATUS WITH ALL COUNCIL WELCOME	FINANCE & ADMINISTRATION COMMITTEE SPECIAL MEETING RECEIVES OVERVIEW ON CURRENT BUDGET PROCESS IN ORDER TO ACHIEVE A "ZERO" TAX INCREASE

FEBRUARY 7,1991	FEBRUARY 12,1991	FEBRUARY 21,1991	MARCH 21,1991	APRIL 30,1991
CURRENT BUDGET MANAGEMENT TEAM SUB-COMMITTEE MEETS WEEKLY TO REVIEW PROGRESS AND IDENTIFY CONCERNS				
FINANCE AND ADMINISTRATION COMMITTEE REVIEWS/APPROVES REVENUES AND FINANCIAL ACCOUNTS	CITY COUNCIL RESOLVES THAT ALL PACKAGES RELATIVE TO THE 1991 BUDGET ESTIMATES BE CONSIDERED BY THE COMMITTEE OF THE WHOLE	MANAGEMENT TEAM RECEIVES DIRECTION TO SET TAX RATE INCREASE BETWEEN ZERO AND 4% ; AND EXPLORE DOWNSIZING AS A MEANS OF REDUCING THE TAX RATE	CITY COUNCIL APPROVES COMMITTEE OF THE WHOLE REPORT TO ESTABLISH TAX RATE INCREASE AT 1.96%	CITY COUNCIL APPROVES THE BY-LAWS ESTABLISHING THE 1991 MILL RATES FOR CITY, REGIONAL AND EDUCATIONAL PURPOSES

CURRENT BUDGET PROCESS

The Current Budget process was formalized on October 9,1990 with City Council adopting the timetable for preparation and review of the 1991 Estimates, which culminated in City Council approving the 1991 Mill Rates for City, Regional and Educational Purposes on April 30,1991, as summarized on the preceding flowchart.

The Budget process saw several significant changes this year. A Current Budget Management Team Sub-Committee (CBMTSC) was created to facilitate the development of the Current Budget. Member Departments included the Chief Administrative Officer, Clerk, Treasury, Law, Traffic, Building, Human Resources, Information Systems, and Hamilton Entertainment and Convention Facilities,Inc.

Given the confidence of Council, via a February 12, 1991 adopted resolution, Management Team was directed to present to the Committee of The Whole a recommended Budget, thereby passing the traditional Standing Committee budget review. This was only possible given the clear objective by Council of a "zero" tax rate increase. The objective was implemented via Departmental maintenance budgets.

The various City Departments prepared maintenance budgets ; that is, they prepared their Departmental Budgets in terms of 1990 services /programs but in 1991 dollars. They then put together packages which represented services/programs that were to be offered up in order to reach a zero percent tax increase as recommended by Council on October 30,1990. Treasury staff were involved with processing and coordinating the maintenance budget and service / program packages. These packages were then reviewed by Management Team and ranked according to most/least important.

After several meetings to achieve a concensus, Management Team presented this ranking to the Committee of The Whole, recommending that packages numbered 1 to 66 be approved for inclusion in the 1991 Estimates and that packages 67-99 not be approved for funding. Management Team also recommended that the City's personnel complement be reduced by 50 FTE's (Full Time Equivalents) while ensuring that no full-time employees lose their jobs solely as a result of downsizing.

In prior years, individual Departmental budgets were prepared and presented to the respective Committees of Council, and then on to Council for final approval. However, this year it was resolved by Council that all budgets would be reviewed and approved by City Council only, with the exception of all Revenue and Financial accounts which were previously approved by the Finance and Administration Committee.

At the Final Budget meeting held on March 21,1991, the Committee of The Whole was presented with an overall tax rate increase of 1.7 % along with the 99 service/program packages. After careful deliberation, the Committee of The Whole "added back" several packages to establish a tax rate increase of 1.96% (See List of Packages In Appendix). On April 30,1991, City Council passed the By-Laws establishing the 1991 Mill Rates for City, Regional, and Educational Purposes.

CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE YEAR 1991

DESCRIPTION	TOTAL EXPENDITURE
	$
GENERAL GOVERNMENT	30,540,859
PROTECTION TO PERSONS AND PROPERTY	38,918,088
TRANSPORTATION SERVICES	46,166,564
ENVIRONMENTAL SERVICES	5,434,829
HEALTH SERVICES	2,963,496
SOCIAL AND FAMILY SERVICES	843,515
RECREATION AND CULTURAL SERVICES	71,442,695
PLANNING AND DEVELOPMENT	14,776,874
	211,086,920

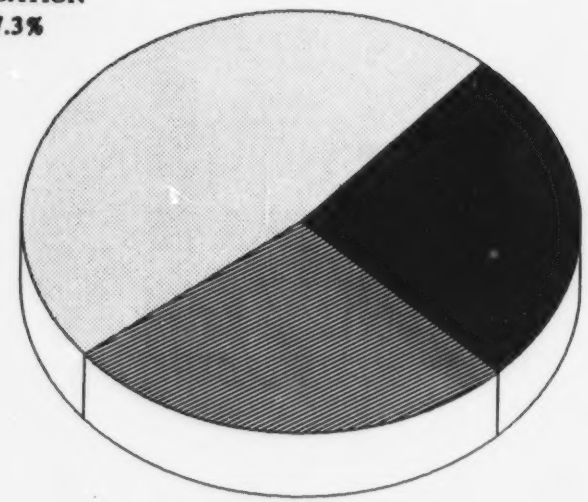
DESCRIPTION	TOTAL REVENUE
	$
TAXATION	109,664,020
PAYMENT IN LIEU OF TAXES	7,316,750
ONTARIO UNCONDITIONAL GRANTS	12,489,860
ONTARIO SPECIFIC GRANTS	8,163,490
FEES AND SERVICE CHARGES	23,610,910
DEBENTURE ISSUE	9,000,000
OTHER REVENUE:	
LICENCES AND PERMITS	4,570,520
FINES, PENALTIES AND INTEREST ON TAXES	5,599,880
INVESTMENT INCOME	3,500,000
CONTRIBUTION FROM RESERVE FUND	24,151,870
OTHER	3,019,620
	211,086,920

STATEMENT OF RESERVE AND CAPITAL FUNDS
FOR THE YEAR 1991

DESCRIPTION	CAPITAL FUND
OPENING BALANCE	24,140,891
REVENUE	
CONTRIBUTION FROM OWN FUNDS :	
REVENUE FUND	6,004,000
RESERVES AND RESERVE FUNDS	16,197,000
GRANTS AND LOAN FORGIVENESS :	
ONTARIO	4,021,450
OTHER	100,000
LONG–TERM LIABILITIES INCURRED :	
DEBENTURE ISSUE	9,000,000
OTHER	302,000
	35,624,450
EXPENDITURE	
GENERAL GOVERNMENT	2,590,000
PROTECTION TO PERSONS AND PROPERTY	1,448,000
TRANSPORTATION SERVICES	11,988,000
ENVIRONMENTAL SERVICES	217,000
HEALTH SERVICES	-
SOCIAL AND FAMILY SERVICES	-
RECREATION AND CULTURAL SERVICES	14,221,000
PLANNING AND DEVELOPMENT	3,125,000
	33,589,000
CLOSING BALANCE	26,176,341

DESCRIPTION	RESERVE FUND
OPENING BALANCE	93,762,021
REVENUE	
CONTRIBUTION FROM REVENUE FUND	2,635,100
CONTRIBUTION FROM CAPITAL FUND	
LOT LEVIES AND SUBDIVIDER CONTRIBUTION	800,000
RECREATIONAL LAND (PLANNING ACT)	1,200,000
INVESTMENT INCOME	12,000,000
OTHER	2,197,000
	18,832,100
EXPENDITURE	
TRANSFER TO CAPITAL FUND	16,197,000
TRANSFER TO REVENUE FUND	1,168,240
PURCHASE AND MAINTENANCE OF VEHICLES	5,054,226
OTHER	7,649,114
	30,068,580
CLOSING BALANCE	82,525,541

1991 TAX DOLLAR APPORTIONMENT
($ 000's)



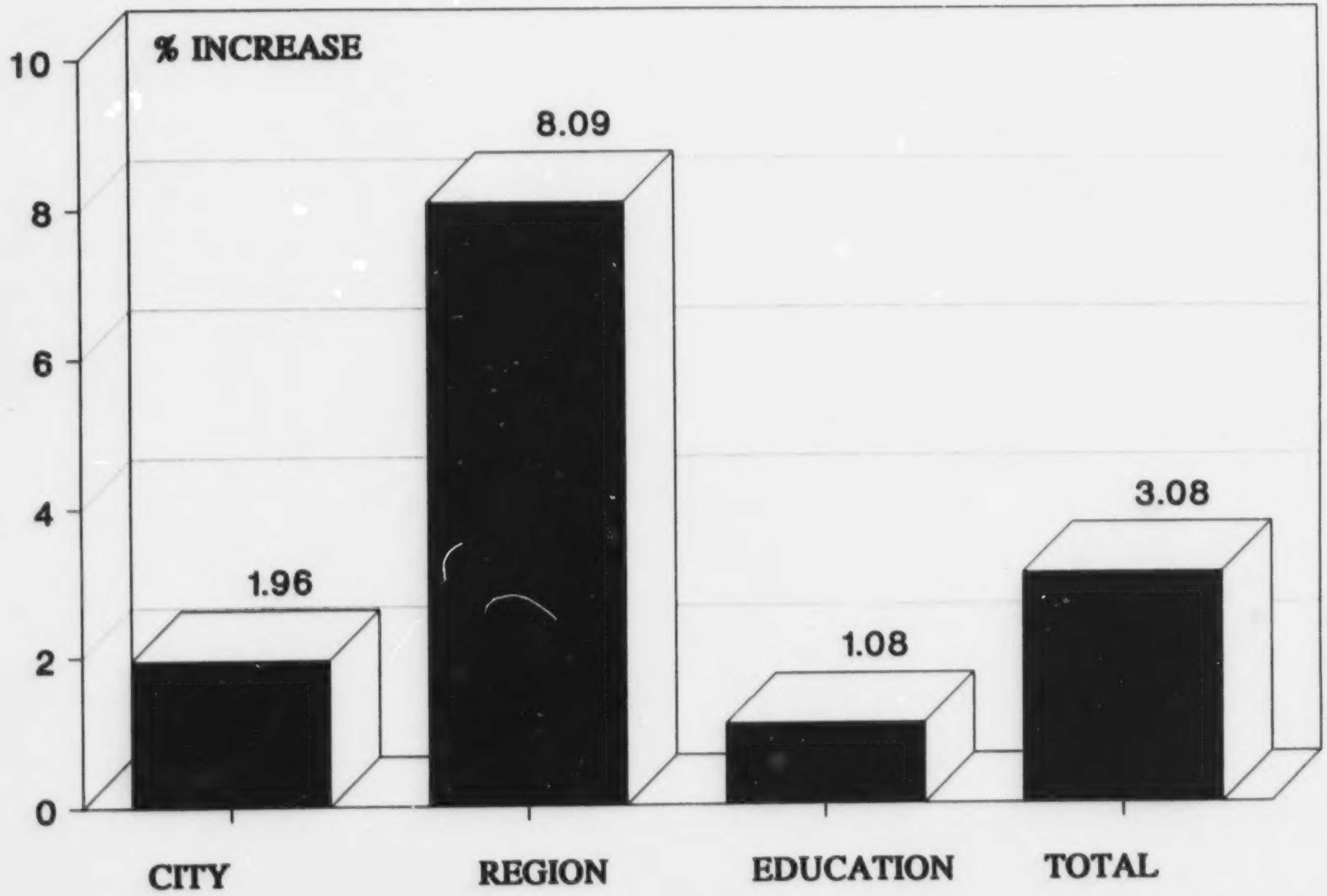
DESCRIPTION	AMOUNT $	DOLLAR APPORTIONMENT
CITY	106,164	0.26
REGION	107,205	0.27
EDUCATION	191,299	0.47
	404,668	1.00

SUMMARY OF THE 1991 TAXATION REQUIREMENT

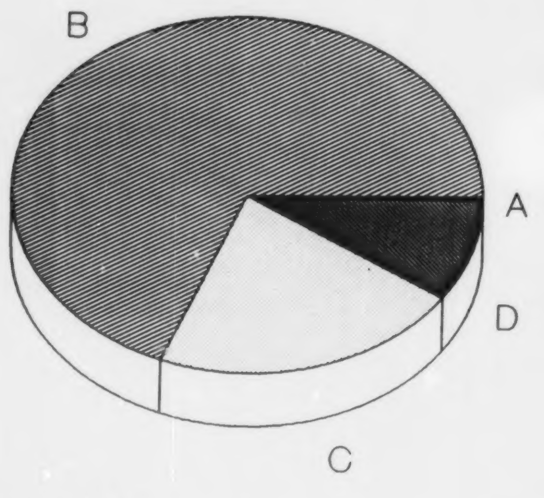
DESCRIPTION (1)	1990 ESTIMATE (2)	1991 ESTIMATE (3)	CHANGE OVER 1990 ESTIMATE AMOUNT (4)	PERCENT (5)
A. Summary of City Requirements Only				
Expenditures	154,252,570	159,479,450	5,226,880	3.39%
Revenues	154,252,570	157,438,210	3,185,640	2.07%
Additional Tax Requirement for 1991		2,041,240	2,041,240	
Summary of 1991 Total Levy				
1. 1990 Levy	102,332,270	102,332,270		
2. Levy increase–from est. 1.79% Assessment increase		1,790,910	1,790,910	
3. Additional Tax Requirement as outlined above		2,041,240	2,041,240	
Total Levy	102,332,270	106,164,420	3,832,150	3.74%
	1990 MILL RATES	1991 MILL RATES		
B. Total Mill Rate Comparisons				
Residential				
City (1% +/- = $1,042,232)	96.7685	98.6655	1.8970	1.96%
Region	92.1727	99.6322	7.4595	8.09%
Education	175.8888	177.7870	1.8982	1.08%
Total Residential Mill Rate	364.8300	376.0847	11.2547	3.08%
Non-Residential				
City	113.8453	116.0771	2.2318	1.96%
Region	108.4385	117.2144	8.7759	8.09%
Education	206.9279	209.1611	2.2332	1.08%
Total Non-Residential Mill Rate	429.2117	442.4526	13.2409	3.08%

NOTE: One Residential Mill for 1991 is estimated at $1,076,003

PERCENTAGE INCREASE IN TAXES LEVIED
1991 OVER 1990



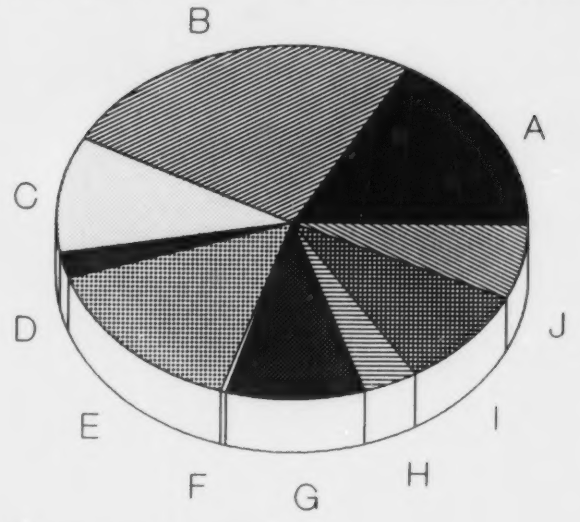
1991 ESTIMATED CITY REVENUES



SOURCES OF REVENUE

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Surplus from Previous Year	750,000	0.5%
B	Taxation - Levy	106,164,420	66.6%
	- Supplementary Taxes	1,271,520	0.8%
	- Special Assessment	2,228,080	1.4%
		109,664,020	68.8%
C	Other Revenues		
	- Ontario Grants	16,631,900	10.4%
	- Payment in lieu of Taxes & Special levies	7,316,750	4.6%
	- Transfer from Reserves	1,168,240	0.7%
	- Financial	9,207,590	5.8%
		34,324,480	21.5%
D	User Fees	14,740,950	9.2%
		159,479,450	100.0%

1991 ESTIMATED CITY EXPENDITURES



PURPOSES FOR WHICH EXPENDED

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	General Government	27,246,220	17.1%
B	Protection to Persons & Property	40,161,850	25.2%
C	Public Works	17,069,520	10.7%
D	Engineering	3,729,040	2.3%
E	Recreation & Cultural Services	23,778,410	14.9%
F	Grants,Receptions & Public Events	600,000	0.4%
G	Debenture Principal & Interest	15,075,000	9.5%
H	Capital Projects Financed from Capital Funds	6,004,000	3.8%
I	Local Boards - City's Contribution	14,920,140	9.3%
J	Miscellaneous Other Expenditures	10,895,270	6.8%
		159,479,450	100.0%

REVENUES

City revenues are categorized into four major groupings for budgetary purposes, namely the Surplus From Previous Year, Taxation, Other Revenues (which encompasses Ontario Grants, Payments-In-Lieu of Taxes, Special Levies, Reserves, and other Financial accounts), and User Fees.

Surplus From Previous Year

The Surplus From Previous Year represents the excess revenues over expenditures that are being carried forward from 1990.

Taxation

Each year the City raises tax revenue through levies imposed on tax-payers. The City also collects tax revenue levied on behalf of the Regional Municipality of Hamilton-Wentworth and the Hamilton Boards of Education. Supplementary realty and business taxes are levied on new properties not yet on the Tax Collector's Roll.

Other Revenues

Provincial unconditional grants form the majority of revenues in this area. Unconditional grants are paid by the Ministry of Municipal Affairs to municipalities on a General Support, Resource Equalization, and Per Household basis. Conditional grants are also granted to municipalities for specific purposes and form part of the City's Other Revenues. Payments-In-Lieu of Taxes, Tax Penalties & Interest, and Interest on Investments form the remainder of revenues in this category.

User Fees

The concept of user fees is to charge a fee-for-service to those individuals who make use of the service. User fees attempt to recover partial/full recovery of the cost of the service without having to impact on the tax base. User fees include in part, licences, permits, and recreational/cultural activities.

1991 COMPARATIVE STATEMENT OF ESTIMATES - REVENUES

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
SURPLUS FROM PREVIOUS YEAR	1,250,000	1,000,000	1,000,000	750,000
TAXATION				
1991 LEVY	95,682,943	102,289,158	102,332,270	106,164,420
SUPPLEMENTARY TAXATION	1,954,113	1,492,073	1,500,000	1,271,520
SPECIAL ASSESSMENTS	2,217,700	2,252,658	2,239,440	2,228,080
TOTAL TAXATION REVENUES	99,854,756	106,033,889	106,071,710	109,664,020
OTHER REVENUES				
ONTARIO GRANTS	15,644,462	15,845,839	15,810,460	16,631,900
PAYMENT IN LIEU OF TAXES & SPECIAL LEVIES	6,756,604	7,635,193	6,666,030	7,316,750
TRANSFER FROM RESERVES	755,890	0	1,168,240	1,168,240
FINANCIAL ACCOUNTS	9,202,325	10,099,247	8,749,060	9,207,590
TOTAL OTHER REVENUES	32,359,281	33,580,279	32,393,790	34,324,480
USER FEES				
CITY CLERKS	1,105,486	1,514,451	1,293,990	1,474,940
TREASURY	569,439	482,058	559,420	579,460
PLANNING DEPARTMENT	85,807	91,637	119,100	115,500
PROPERTY & REAL ESTATE	883,650	821,353	843,380	774,440
FIRE	90,915	98,540	80,000	80,500
BUILDING	4,994,849	3,580,106	4,148,500	3,155,500
LOCAL ROADS-REGION	72,655	40,425	42,520	46,250
PUBLIC WORKS-CITY	468,202	533,356	459,750	466,070
CEMETERIES	1,015,987	1,237,319	1,142,570	1,199,140
FLEET SERVICES	36,548	36,497	34,810	34,810
RECREATION	3,354,090	3,615,569	3,211,680	3,642,000
CULTURE	255,840	226,796	260,260	286,400
TRAFFIC-CITY	2,534,173	2,323,471	2,591,090	2,885,940
TOTAL USER FEES	15,467,641	14,601,578	14,787,070	14,740,950
TOTAL REVENUES	148,931,678	155,215,746	154,252,570	159,479,450

COMPARATIVE SUMMARY OF TAXATION – BY TAXING ENTITY

Description (1)	1990 Actual (2)	1990 Estimate (3)	Assessment	Mills	1991 Original Estimate (4)	Council/ Committee Adjustment Increase/(Dec.) (5)	1991 Resultant Appropriation (4+5) (6)	Increase / (Decrease) over 1990 Estimate: Amount (6–3) (7)	Increase / (Decrease) over 1990 Estimate: Percent (7/3) (8)
Realty and Business									
City of Hamilton									
Residential	54,266,057	54,272,000	573,376,352	98.6655	55,484,760	1,087,710	56,572,470	2,300,470	4.2%
Non-Residential	48,023,101	48,060,270	427,232,818	116.0771	48,638,420	953,530	49,591,950	1,531,680	3.2%
	102,289,158	102,332,270			104,123,180	2,041,240	106,164,420	3,832,150	3.7%
Hamilton-Wentworth Region									
Residential	51,694,490	51,694,480	573,376,352	99.6322	57,126,750		57,126,750	5,432,270	10.5%
Non-Residential	45,777,790	45,777,780	427,232,818	117.2144	50,077,860		50,077,860	4,300,080	9.4%
	97,472,280	97,472,260			107,204,610	0	107,204,610	9,732,350	10.0%
Hamilton Board of Education									
Elementary									
Residential	42,922,580	42,922,570	419,246,737	106.5221	44,659,030		44,659,030	1,736,460	4.0%
Non-Residential	47,751,906	47,751,900	382,362,523	125.3201	47,917,710		47,917,710	165,810	0.3%
	90,674,486	90,674,470			92,576,740	0	92,576,740	1,902,270	2.1%
Secondary									
Residential	29,378,597	29,378,590	419,246,737	71.2649	29,877,560		29,877,560	498,970	1.7%
Non-Residential	32,684,043	32,684,040	382,362,523	83.8410	32,057,640		32,057,640	(626,400)	-1.9%
	62,062,640	62,062,630			61,935,200	0	61,935,200	(127,430)	-0.2%
Hamilton-Wentworth Separate School Board									
Elementary									
Residential	15,640,034	15,640,040	154,129,615	106.5221	16,418,210		16,418,210	778,170	5.0%
Non-Residential	4,107,921	4,107,910	44,870,295	125.3201	5,623,150		5,623,150	1,515,240	36.9%
	19,747,955	19,747,950			22,041,360	0	22,041,360	2,293,410	11.6%
Secondary									
Residential	10,704,913	10,704,910	154,129,615	71.2649	10,984,020		10,984,020	279,110	2.6%
Non-Residential	2,811,680	2,811,680	44,870,295	83.8410	3,761,970		3,761,970	950,290	33.8%
	13,516,593	13,516,590			14,745,990	0	14,745,990	1,229,400	9.1%
	385,763,112	385,806,170			402,627,080	2,041,240	404,668,320	18,862,150	4.9%

COMPARATIVE SUMMARY OF TAXATION - BY CLASSIFICATION

Description (1)	1990 Actual (2)	1990 Estimate (3)	Assessment	Mills	1991 Original Estimate (4)	Council/ Committee Adjustment Increase (Decrease) (5)	1991 Resultant Appropriation (4+5) (6)	Increase / (Decrease) over 1990 Estimate Amount (6-3) (7)	Increase / (Decrease) over 1990 Estimate Percent (7/3) (8)
Realty									
Residential									
City of Hamilton	54,266,057	54,272,000	573,376,352	98.6655	55,484,760	1,087,710	56,572,470	2,300,470	4.2%
Hamilton-Wentworth Region	51,694,490	51,694,480	573,376,352	99.6322	57,126,750		57,126,750	5,432,270	10.5%
Board of Education							0	0	
- Elementary	42,922,580	42,922,570	356,359,726	106.5221	44,659,030		44,659,030	1,736,460	4.0%
- Secondary	29,378,597	29,378,590	356,359,726	71.2649	29,877,560		29,877,560	498,970	1.7%
Separate School Board							0	0	
- Elementary	15,640,034	15,640,030	131,010,173	106.5221	16,418,210		16,418,210	778,180	5.0%
- Secondary	10,704,913	10,704,910	131,010,173	71.2649	10,984,020		10,984,020	279,110	2.6%
	204,606,671	204,612,580			214,550,330	1,087,710	215,638,040	11,025,460	5.4%
Non-Residential									
City of Hamilton	32,891,911	32,908,860	293,056,793	116.0771	33,363,120	654,060	34,017,180	1,108,320	3.4%
Hamilton-Wentworth Region	31,345,946	31,345,940	293,056,793	117.2144	34,350,490		34,350,490	3,004,550	9.6%
Board of Education							0	0	
- Elementary	32,622,788	32,622,780	262,139,163	125.3201	32,851,310		32,851,310	228,530	0.7%
- Secondary	22,328,845	22,328,840	262,139,163	83.8410	21,978,000		21,978,000	(350,840)	-1.6%
Separate School Board							0	0	
- Elementary	2,887,791	2,887,790	30,917,630	125.3201	3,874,600		3,874,600	986,810	34.2%
- Secondary	1,976,550	1,976,550	30,917,630	83.8410	2,592,160		2,592,160	615,610	31.1%
	124,053,831	124,070,760			129,009,680	654,060	129,663,740	5,592,980	4.5%
Business									
City of Hamilton	15,131,190	15,151,410	134,176,025	116.0771	15,275,300	299,470	15,574,770	423,360	2.8%
Hamilton-Wentworth Region	14,431,844	14,431,840	134,176,025	117.2144	15,727,370		15,727,370	1,295,530	9.0%
Board of Education							0	0	
- Elementary	15,129,118	15,129,120	120,223,360	125.3201	15,066,400		15,066,400	(62,720)	-0.4%
- Secondary	10,355,198	10,355,200	120,223,360	83.8410	10,079,640		10,079,640	(275,560)	-2.7%
Separate School Board							0	0	
- Elementary	1,220,130	1,220,130	13,952,665	125.3201	1,748,550		1,748,550	528,420	43.3%
- Secondary	835,130	835,130	13,952,665	83.8410	1,169,810		1,169,810	334,680	40.1%
	57,102,610	57,122,830			59,067,070	299,470	59,366,540	2,243,710	3.9%
	385,763,112	385,806,170			402,627,080	2,041,240	404,668,320	18,862,150	4.9%

SUMMARY OF 1991 EXPENDITURE ESTIMATES BY COMMITTEE

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
FINANCE AND ADMINISTRATION	66,082,001	67,909,030	70,533,550	(17,810)	70,515,740	(1,408,420)	69,107,320	3.9%	1.8%
PARKS AND RECREATION	22,028,303	22,482,890	23,945,540	(150,870)	23,794,670	0	23,794,670	6.5%	5.8%
PLANNING & DEVELOPMENT	6,148,010	6,308,690	6,456,690	(201,600)	6,255,090	0	6,255,090	2.3%	-0.8%
TRANSPORT & ENVIRONMENT	25,257,659	25,021,010	26,023,190	(221,890)	25,801,300	0	25,801,300	4.0%	3.1%
OTHER SPECIAL COMMITTEES	3,363,759	3,782,880	3,791,350	(12,000)	3,779,350	(2,660)	3,776,690	0.2%	-0.2%
TOTAL DEPARTMENTAL / LOCAL BOARDS	122,879,732	125,504,500	130,750,320	(604,170)	130,146,150	(1,411,080)	128,735,070	4.2%	2.6%
FINANCE AND ADMINISTRATION FINANCIALS	31,586,014	28,748,070	30,719,380	(150,000)	30,569,380	175,000	30,744,380	6.9%	6.9%
TOTAL EXPENDITURES	154,465,746	154,252,570	161,469,700	(754,170)	160,715,530	(1,236,080)	159,479,450	4.7%	3.4%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
LEGISLATIVE	1,326,423	1,337,980	1,383,410		1,383,410		1,383,410	3.4%	3.4%
CITY CLERK	2,653,147	2,626,290	2,773,390		2,773,390	(5,510)	2,767,880	5.6%	5.4%
CHIEF ADMINISTRATIVE OFFICE	176,444	178,080	184,040		184,040		184,040	3.3%	3.3%
FIRE	29,843,188	30,484,740	32,197,240		32,197,240	(1,278,360)	30,918,880	5.6%	1.4%
HUMAN RESOURCES CENTER	1,993,527	2,163,430	2,178,120		2,178,120		2,178,120	0.7%	0.7%
PROPERTY									
-Real Estate	481,506	558,140	616,260		616,260		616,260	10.4%	10.4%
-Building Operations & Maintenance	5,977,302	6,059,340	6,448,100	(17,810)	6,430,290		6,430,290	6.4%	6.1%
-Architect	416,102	425,940	0		0		0	-100.0%	-100.0%
TOTAL PROPERTY	6,874,910	7,043,420	7,064,360	(17,810)	7,046,550	0	7,046,550	0.3%	0.0%
LAW	1,420,046	1,779,860	1,749,880		1,749,880		1,749,880	-1.7%	-1.7%
TREASURY									
-Finance	2,867,022	2,947,980	3,040,680		3,040,680	(58,000)	2,982,680	3.1%	1.2%
-Purchasing	369,761	378,880	384,830		384,830		384,830	1.6%	1.6%
-City Garage	(8,148)	0	0		0		0		
TOTAL TREASURY	3,228,635	3,326,860	3,425,510	0	3,425,510		3,425,510	3.0%	3.0%
TOTAL DEPARTMENTS	47,516,320	48,940,660	50,955,950	(17,810)	50,938,140	(1,341,870)	49,596,270	4.1%	1.3%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
LIBRARY									
-Expenditures	13,348,682	13,329,250	13,842,610		13,842,610		13,842,610	3.9%	3.9%
-Revenues	1,583,683	1,394,540	1,524,650		1,524,650		1,524,650	9.3%	9.3%
City Funding Request	11,764,999	11,934,710	12,317,960	0	12,317,960	0	12,317,960	3.2%	3.2%
PARKING AUTHORITY									
-Expenditures	3,622,133	3,810,360	4,831,010		4,831,010	(503,740)	4,327,270	26.8%	13.6%
-Revenues	5,287,328	5,326,210	6,179,040		6,179,040	(503,740)	5,675,300	16.0%	6.6%
Surplus / (Deficit) prior to Debt Charges	1,665,195	1,515,850	1,348,030	0	1,348,030	0	1,348,030	-11.1%	-11.1%
Deduct: Debt charges	1,269,702	1,269,710	1,270,110		1,270,110		1,270,110	0.0%	0.0%
Net Surplus / (Deficit) Distributed	395,493	246,140	77,920	0	77,920	0	77,920	-68.3%	-68.3%
HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. (H.E.C.F.I.)									
-Expenditures	10,014,638	10,561,530	10,602,620		10,602,620		10,602,620	0.4%	0.4%
-Revenues	7,418,362	7,959,350	8,000,440		8,000,440		8,000,440	0.5%	0.5%
CITY CONTRIBUTION	2,596,276	2,602,180	2,602,180	0	2,602,180	0	2,602,180	0.0%	0.0%
CENTRAL UTILITIES PLANT	2,562,579	2,724,340	2,868,570		2,868,570		2,868,570	5.3%	5.3%
TOTAL LOCAL BOARDS	16,923,854	17,261,230	17,788,710	0	17,788,710	0	17,788,710	3.1%	3.1%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
OTHER BUDGETS									
RACE RELATIONS COMMITTEE	12,500	12,500	12,500		12,500		12,500	0.0%	0.0%
H.S.P.C.A.									
-Purchase of Services	798,910	798,910	835,890		835,890	(5,000)	830,890	4.6%	4.0%
-Nuisance Wildlife Program	31,460	30,000	30,000		30,000	(10,000)	20,000	0.0%	-33.3%
TOTAL H.S.P.C.A. SERVICES	830,370	828,910	865,890	0	865,890	(15,000)	850,890	4.5%	2.7%
MUNDIALIZATION COMMITTEE	8,110	7,790	7,950		7,950	(160)	7,790	2.1%	0.0%
STATUS OF WOMEN	10,450	10,450	12,340		12,340	(1,390)	10,950	18.1%	4.8%
PROMOTION AND PUBLIC RELATIONS	124,028	165,000	201,000		201,000	(50,000)	151,000	21.8%	-8.5%
CIVIC AWARDS, RECEPTIONS, DELEGATION HOSTINGS	78,956	82,490	89,210		89,210		89,210	8.1%	8.1%
GRANTS	577,413	600,000	600,000		600,000		600,000	0.0%	0.0%
TOTAL OTHER BUDGETS	1,641,827	1,707,140	1,788,890	0	1,788,890	(66,550)	1,722,340	4.8%	0.9%
SUB-TOTAL FINANCE & ADMIN.	66,082,001	67,909,030	70,533,550	(17,810)	70,515,740	(1,408,420)	69,107,320	3.9%	1.8%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS
UNDER THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
FINANCIALS									
Owner's Debt - Local	477,490	477,490	401,720		401,720		401,720	-15.9%	-15.9%
Capital Levy (6 Mills)	5,902,000	5,902,000	6,004,000		6,004,000		6,004,000	1.7%	1.7%
Provision for Debt Reserve	14,724,000	14,724,000	15,075,000		15,075,000		15,075,000	2.4%	2.4%
Provision for Other Reserves	6,177,391	3,068,540	2,635,100		2,635,100		2,635,100	-14.1%	-14.1%
Financial - Various	3,610,326	4,066,780	4,284,400	(150,000)	4,134,400		4,134,400	5.4%	1.7%
Contingency	0	0	1,600,000		1,600,000	200,000	1,800,000		
Miscellaneous	694,807	509,260	719,160		719,160	(25,000)	694,160	41.2%	36.3%
TOTAL FINANCIALS	31,586,014	28,748,070	30,719,380	(150,000)	30,569,380	175,000	30,744,380	6.9%	6.9%
TOTAL FINANCE AND ADMINISTRATION COMMITTEE	97,668,015	96,657,100	101,252,930	(167,810)	101,085,120	(1,233,420)	99,851,700	4.8%	3.3%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS
UNDER THE JURISDICTION OF THE PARKS AND RECREATION COMMITTEE

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
PUBLIC WORKS									
Cemeteries Division	2,669,899	2,733,100	2,814,410	(19,600)	2,794,810		2,794,810	3.0%	2.3%
Parks Division	9,065,807	9,225,260	9,556,610	(131,270)	9,425,340		9,425,340	3.6%	2.2%
TOTAL PUBLIC WORKS	11,735,706	11,958,360	12,371,020	(150,870)	12,220,150	0	12,220,150	3.5%	2.2%
CULTURE AND RECREATION									
Recreation	8,958,480	9,122,650	10,092,230		10,092,230		10,092,230	10.6%	10.6%
Culture	1,323,477	1,385,620	1,466,030		1,466,030		1,466,030	5.8%	5.8%
TOTAL CULTURE AND RECREATION	10,281,957	10,508,270	11,558,260	0	11,558,260	0	11,558,260	10.0%	10.0%
HAMILTON VETERANS COMMITTEE	10,640	16,260	16,260		16,260		16,260	0.0%	0.0%
WATERFRONT PROJECT	0	0	0		0		0		
TOTAL PARKS AND RECREATION COMMITTEE	22,028,303	22,482,890	23,945,540	(150,870)	23,794,670	0	23,794,670	6.5%	5.8%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE JURISDICTION OF THE PLANNING AND DEVELOPMENT COMMITTEE

PLANNING

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
BUILDING	4,294,676	4,398,230	4,491,230	(174,900)	4,316,330		4,316,330	2.1%	-1.9%
MUNICIPAL NON-PROFIT (HAMILTON) HOUSING	177,267	218,110	305,550		305,550		305,550	40.1%	40.1%
HAMILTON HOUSING CO. LTD. -Net Deficit	14,650	14,650	2,990		2,990		2,990	-79.6%	-79.6%
COMMITTEE OF ADJUSTMENT	11,000	11,000	11,000		11,000		11,000	0.0%	0.0%
PLANNING - By Region	1,827,684	1,883,610	1,950,270	(26,700)	1,923,570		1,923,570	3.5%	2.1%
MAYOR'S AWARD PROGRAMME	0	1,200	1,200		1,200		1,200	0.0%	0.0%
TOTAL PLANNING AND DEVELOPMENT COMMITTEE	6,148,010	6,308,690	6,456,690	(201,600)	6,255,090	0	6,255,090	2.3%	-0.8%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS
UNDER THE JURISDICTION OF THE TRANSPORT AND ENVIRONMENT COMMITTEE

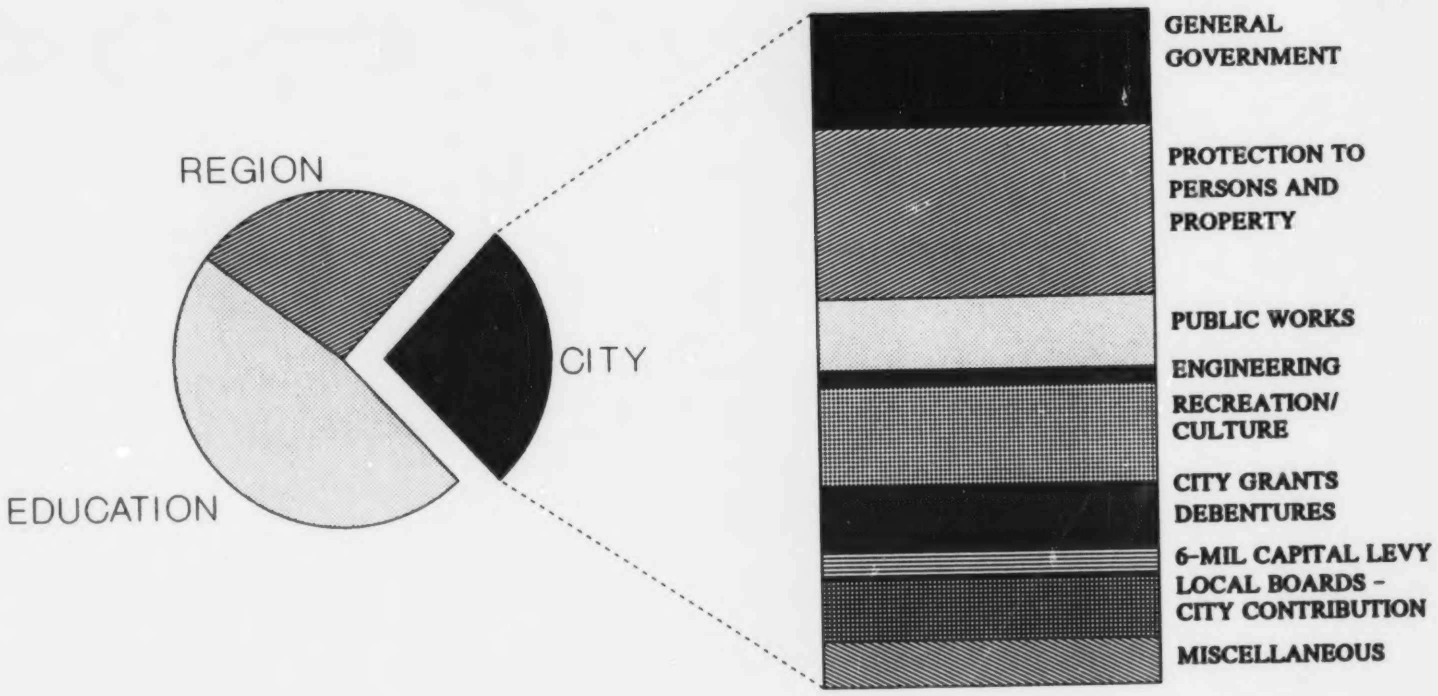
TRANSPORT

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
TRAFFIC									
-For City	4,582,462	4,716,200	5,021,720	(95,080)	4,926,640		4,926,640	6.5%	4.5%
PUBLIC WORKS									
-Streets & Sanitation Division	16,928,298	16,453,640	17,196,330	(126,810)	17,069,520		17,069,520	4.5%	3.7%
-Fleet Services Division	285,199	(3,620)	0		0		0	-100.0%	-100.0%
TOTAL PUBLIC WORKS	17,213,497	16,450,020	17,196,330	(126,810)	17,069,520	0	17,069,520	4.5%	3.8%
SERVICES PURCHASED FROM THE REGION									
-Local Roads	3,366,547	3,788,690	3,729,040		3,729,040		3,729,040	-1.6%	-1.6%
-Pollution Control	95,153	66,100	76,100		76,100		76,100	15.1%	15.1%
TOTAL SERVICES PURCHASED	3,461,700	3,854,790	3,805,140	0	3,805,140	0	3,805,140	-1.3%	-1.3%
TOTAL CITY SERVICES	25,257,659	25,021,010	26,023,190	(221,890)	25,801,300	0	25,801,300	4.0%	3.1%
SERVICES SOLD TO THE REGION									
-Traffic Services	2,555,657	2,537,944	2,698,740		2,698,740		2,698,740	6.3%	6.3%
-Street Services	5,756,364	4,566,090	4,942,800		4,942,800		4,942,800	8.3%	8.3%
-Recovery from Region	(8,312,021)	(7,104,034)	(7,641,540)		(7,641,540)		(7,641,540)	7.6%	7.6%
	0	0	0	0	0	0	0		
TOTAL TRANSPORT AND ENVIRONMENT COMMITTEE	25,257,659	25,021,010	26,023,190	(221,890)	25,801,300	0	25,801,300	4.0%	3.1%

SUMMARY OF 1991 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE JURISDICTION OF OTHER SPECIAL COMMITTEES

Description (1)	1990 Actual (2)	1990 Estimate (3)	1991 Maintenance Budget (4)	Service/ Program Package Reductions (5)	1991 Original Estimate (4+5) (6)	Council/ Committee Adjustments (7)	1991 Resultant Appropriation (6+7) (8)	Increase / -Decrease Over 1990 Estimate: Maintenance Percent (4-3/3) (9)	Increase / -Decrease Over 1990 Estimate: Resultant Percent (8-3/3) (10)
HAMILTON-SCOURGE PROJECT	132,566	159,560	168,030	(12,000)	156,030		156,030	5.3%	-2.2%
INFORMATION SYSTEMS	3,231,193	3,623,320	3,623,320		3,623,320	(2,660)	3,620,660	0.0%	-0.1%
TOTAL OTHER SPECIAL COMMITTEES	3,363,759	3,782,880	3,791,350	(12,000)	3,779,350	(2,660)	3,776,690	0.2%	-0.2%

WHERE YOUR 1991 TAX DOLLAR GOES



1991 COMPARATIVE STATEMENT OF ESTIMATES
SUMMARY OF EXPENDITURES BY FUNCTION - Page 1

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Departmental Budgets				
General Government				
Legislative	1,195,767	1,326,423	1,337,980	1,383,410
Chief Administrative Officer	166,192	176,444	178,080	184,040
Clerk	2,550,825	2,653,147	2,626,290	2,767,880
Treasury - Finance Division	2,824,518	2,867,022	2,947,980	2,982,680
- Purchasing Division	372,010	369,761	378,880	384,830
- City Garage Division	44,318	(8,148)	0	0
Total Treasury	3,240,846	3,228,635	3,326,860	3,367,510
Information Systems	3,119,879	3,231,193	3,623,320	3,620,660
Law	1,515,562	1,420,046	1,779,860	1,749,880
Human Resources Centre	2,126,191	1,993,527	2,163,430	2,178,120
Property- Building Operations & Maintenance Division	5,384,179	5,977,302	6,059,340	6,430,290
- Architect Division	356,274	416,102	425,940	0
- Real Estate Division	469,308	481,506	558,140	616,260
Total Property	6,209,761	6,874,910	7,043,420	7,046,550
Central Utilities Plant	2,406,233	2,562,579	2,724,340	2,868,570
Planning - by Region	1,781,406	1,827,684	1,883,610	1,923,570
Hamilton-Scourge Project	122,431	132,566	159,560	156,030
Fleet Services	370,366	285,199	(3,620)	0
Total General Government	24,805,459	25,712,353	26,843,130	27,246,220

1991 COMPARATIVE STATEMENT OF ESTIMATES
SUMMARY OF EXPENDITURES BY FUNCTION - Page 2

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Departmental Budgets				
Protection to Person and Property				
Fire	26,663,524	29,843,188	30,484,740	30,918,880
Building	4,088,917	4,294,676	4,398,230	4,316,330
Traffic - For City	4,413,899	4,582,462	4,716,200	4,926,640
- For Region	0	0	0	0
Total Protection to Person/Property	35,166,340	38,720,326	39,599,170	40,161,850
Public Works				
For City	15,518,397	16,928,298	16,453,640	17,069,520
For Region	0	0	0	0
Total Public Works	15,518,397	16,928,298	16,453,640	17,069,520
Local Roads and Engineering - By Region	3,919,439	3,366,547	3,788,690	3,729,040
Recreation and Cultural Services				
Public Works-Cemeteries Division	2,547,567	2,669,899	2,733,100	2,794,810
Public Works-Parks Division	8,890,621	9,065,807	9,225,260	9,425,340
Recreation	8,173,691	8,958,480	9,122,650	10,092,230
Culture	1,230,657	1,323,477	1,385,620	1,466,030
Total Recreation and Culture	20,842,536	22,017,663	22,466,630	23,778,410
Total Departmental Budgets	100,252,171	106,745,187	109,151,260	111,985,040

1991 COMPARATIVE STATEMENT OF ESTIMATES
SUMMARY OF EXPENDITURES BY FUNCTION - Page 3

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Departmental Budgets				
Financial				
Present Employee Benefits	6,925	5,563	7,450	17,450
Pensioners Employee Benefits	362,050	317,117	350,440	417,330
Various	4,845,606	4,459,943	4,695,640	4,765,500
Contingency	0	0	0	1,800,000
Total Financial	5,214,581	4,782,623	5,053,530	7,000,280
Grants, Receptions & Public Events	671,375	577,413	600,000	600,000
Provision for Debt Charges	14,292,000	14,724,000	14,724,000	15,075,000
Capital Projects From Current Funds	5,722,000	5,902,000	5,902,000	6,004,000
Provision For Reserves	7,455,694	6,177,391	3,068,540	2,635,100
Miscellaneous - Other	1,102,390	1,195,857	1,216,350	1,259,890
Total Other Budgets	34,458,040	33,359,284	30,564,420	32,574,270
Local Boards				
City's Contribution				
Library	10,756,232	11,764,999	11,934,710	12,317,960
Hamilton Entertainment and Convention Facilities Inc.	2,465,235	2,596,276	2,602,180	2,602,180
Total Local Boards	13,221,467	14,361,275	14,536,890	14,920,140
Total Expenditures for the City of Hamilton	147,931,678	154,465,746	154,252,570	159,479,450

CHIEF ADMINISTRATIVE OFFICER

The functions of the CHIEF ADMINISTRATIVE OFFICER include:

* Administering the affairs of the Corporation of the City of Hamilton in accordance with the policies recommended to and approved by City Council.
* Providing general direction to eleven City Departments in the administration of City Hall.
* Being responsive for setting agendas, together with managing the attendant financial and human resource inputs.
* Responsible for the operations of the Municipal Non-Profit (Hamilton) Housing Corporation, and Internal Control.

	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
TOTAL EXPENDITURES	166,192	176,444	178,080	184,040

CITY CLERK'S DEPARTMENT

The purpose of the CITY CLERK'S DEPARTMENT is to provide services and assistance to City Council, it's Committees and the general public, and to perform all functions required of the City Clerk by the Municipal Act:

* **Provide secretarial services to City Council, Standing Committees, Sub–Committees and Special Purpose Committees**
* **Provide administrative support staff to the Mayor and members of City Council**
* **Administer the Records Management Programme**
* **Administer the Municipal Freedom of Information and Protection of Privacy Act**
* **Process and administer municipal licences and Regional trade licences**
* **Conduct Municipal Elections**
* **Provide 24 hour information services**
* **Register births and deaths**
* **Provide switchboard services**
* **Provide printing and mail services for the City and Region**
* **Administer the Hamilton Farmer's Market**
* **Co–ordinate City advertising**
* **Administer the Tax Rebate Programme**
* **Co–ordinate Civic receptions and functions**
* **Co–ordinate all commercial film–making activities in the City of Hamilton**

1991 COMPARATIVE STATEMENT OF ESTIMATES

CITY CLERK

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
City Clerk				
* Expenditures				
Administration	798,880	774,489	787,090	881,130
Licence Section	557,330	627,985	648,480	640,040
Legislative	512,890	499,873	505,320	538,190
Service Section - Mail & Printing	446,995	500,952	439,060	455,480
Hamilton Farmer's Market	234,730	249,848	246,340	253,040
Total Expenditures	2,550,825	2,653,147	2,626,290	2,767,880
* Revenues				
Licence Section	727,835	1,114,327	893,100	1,054,000
Hamilton Farmer's Market	377,651	400,124	400,890	420,940
Total Revenues	1,105,486	1,514,451	1,293,990	1,474,940
Net Operations	1,445,339	1,138,696	1,332,300	1,292,940

1991 COMPARATIVE STATEMENT OF ESTIMATES

LEGISLATIVE

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Legislative				
* Expenditures				
Mayor's Office	296,957	339,589	343,160	344,930
Alderman's Offices (Direct Charges)	358,186	369,225	387,540	393,870
Alderman's Offices (Admin. Support)	384,251	449,717	435,790	455,040
Motor Vehicle Operation–Chauffered Cars	144,109	149,428	154,340	172,420
Memberships	10,631	13,489	13,490	13,240
Outside Groups	1,633	4,975	3,660	3,910
Total Expenditures	1,195,767	1,326,423	1,337,980	1,383,410
* Revenues				
Total Revenues	0	0	0	0
Net Operations	1,195,767	1,326,423	1,337,980	1,383,410

TREASURY DEPARTMENT

The TREASURY DEPARTMENT consists of five Divisions, namely : Budgets, Accounting, Revenue, Purchasing and City Garage.

* Subsection 79(1) of the Municipal Act, R.S.O. 1980, Chapter 302 provides that the Council shall appoint a Treasurer; Section 79 to 95 makes reference to the responsibility of the City Treasurer; Section 142 to 157 refers to Money By-Laws; Section 158 to 168 refers to yearly Rates and Estimates; Section 169 to 191 refers to Finances, and Section 361 to 499 refers to Municipal Taxes.

BUDGET DIVISION

* Prepare goals and objectives, plans, and guidelines for the Budget
* Monitor, guide, collect and coordinate Departmental revenue and expenditure budgets
* Arrange the review process by the Management Team, Standing Committees, and ultimately Council where final Mill Rates are set
* Administer Risk Management and Insurance
* Apply and collect all subsidies from various Ministries

ACCOUNTING DIVISION

* Maintain, administer and control the budgetary policy and accounting records
* Prepare City Financial Report including Local Boards
* Control and administer effective procedures for safeguarding all assets and liabilities
* Administer Payroll, Pension and Accounts Payable Sections (payments of goods and services supplied to the City and Local Boards)

REVENUE DIVISION

* Manage and control the billing and collection of all taxes and all other revenues
* Proper and effective control of cash management and maintain investment policies
* Maintain, administer, safeguard and control of all receipts,investments, and securities, and administer collection procedures

PURCHASING DIVISION

* Effectively provide a centralized purchasing function to acquire goods and services for all City and Regional Departments, Boards and Commissions
* Provide consulting services and improve effectiveness for the Library and members of the Co-operative Purchasing Group, including 32 agencies, on major purchases
* Provide current information to above groups of changes in the market place in prices, products and services
* Maximize the service of the Stores Inventory. This includes a constant turn-over of inventory and elimination of obsolete inventory
* Dispose of equipment and inventory at the greatest return to the City
* Continue to maintain, train employees and develop new programs for the automated purchasing system which was implemented January 1,1989 in all City Departments and in January 1,1990 in all Regional Departments

CITY GARAGE DIVISION

* Provide a fleet of vehicles to City and Regional Departments as required
* Provide driver service for the Mayor and visiting dignitaries when required
* Deliver Council agendas and Committee agendas to the Aldermen and private citizens

1991 COMPARATIVE STATEMENT OF ESTIMATES

TREASURY

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Treasury				
* Expenditures – Finance				
Administration/Stenographic	601,382	579,366	581,530	589,620
Budgets,Subsidies & Cash Management	221,506	187,802	171,090	178,970
Payroll/Pensions	237,877	265,758	262,980	291,280
Accounts Payable/Accounting	585,015	590,738	585,360	616,280
Sundry Revenue	374,892	367,301	414,540	418,550
Parking Violations	138,604	98,777	115,550	115,380
Taxation/Internal Control	665,242	777,280	816,930	772,600
	2,824,518	2,867,022	2,947,980	2,982,680
Purchasing Division				
Administration	200,473	197,340	202,130	203,500
Stores	171,537	172,421	176,750	181,330
	372,010	369,761	378,880	384,830
City Garage Division				
Administration	197,952	367,190	393,610	361,970
Store Expenditures	374,371	427,840	371,610	459,900
Store Revenues/Vehicles–Car Pool	(528,005)	(803,178)	(765,220)	(821,870)
	44,318	(8,148)	0	0
Total Expenditures	3,240,846	3,228,635	3,326,860	3,367,510
* Revenues – Finance				
Interest – Investments	4,404,037	4,181,899	4,600,000	3,500,000
Sundry Revenues	97,465	63,107	80,000	79,580
Taxation	3,865,953	5,170,163	3,639,420	5,599,880
Total Revenues	8,367,455	9,415,169	8,319,420	9,179,460
Net Operations	(5,126,609)	(6,186,534)	(4,992,560)	(5,811,950)

INFORMATION SYSTEMS DEPARTMENT

INFORMATION SYSTEMS currently manages many large and complex Systems Applications on behalf of both The Corporation of the City of Hamilton and The Region of Hamilton-Wentworth. There are currently more than 100 major applications in operation including:

- On-line Financial Information System for Region and City including General Ledger, Purchasing, Accounts Payable, and Budgetary Control.
- Human Resources Personnel and Payroll for over 6,000 employees.
- Pension system for 1,000 retired employees.
- Property system (assessment and taxation) for 83,000 Realty and Business taxpayers.
- Building Permit system, for approximately 5,000 permits per year.
- Metered Water system for 49,000 metered water accounts.
- Social Services System which processes more than 6,000 cheques per month.
- Hamilton Public Library System for 2,500,000 titles for 9 branch Libraries.
- Support services for more than 600 workstations for word processing, spreadsheet analysis, electronic mail and other end user software.
- Maintenance Management Systems for the Engineering, Public Works and Traffic Departments.
- On-line Transit Information System (including radio and data communications with 260 vehicles).
- Microfilming services (image and Computer output Microfilm) producing 3,000,000 images per year.

The coordination of Information Systems functions is considered to be of vital importance to the operation of the City and Region. The City and Region currently have the only known fully coordinated Informations Systems function for any major Municipal area in Canada.

Major Information Systems Projects 1991+

- Property Database (and related) project to restructure property-related information into a common, accessible database.
- New customer-oriented taxation system.
- Communications network implementation.
- Human Resources System improvements.
- New Maintenance Management System.

1991 COMPARATIVE STATEMENT OF ESTIMATES

INFORMATION SYSTEMS

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Information Systems				
* Expenditures				
Administration & Systems Planning	531,683	538,736	522,120	511,450
Systems Analysis	678,138	720,528	697,620	754,850
Programming	650,664	709,038	735,640	781,160
Contracted Services	0	0	0	109,030
Central Processing	2,133,713	2,362,693	2,396,690	2,440,470
Business Systems-User Software	0	174,499	174,410	133,480
Communications	179,351	199,244	245,370	263,120
Data Entry	195,927	168,600	166,350	148,060
Process Control Systems	791,090	1,016,100	1,016,100	1,100,120
Support Services	174,970	225,920	246,860	293,080
Hardware & Software	768,395	772,084	959,050	989,060
Image Processing	176,523	160,300	164,020	158,580
Information Systems - Services	(3,160,575)	(3,816,549)	(3,700,910)	(4,061,800)
Total Expenditures	3,119,879	3,231,193	3,623,320	3,620,660
* Revenues				
Total Revenues	0	0	0	0
Net Operations	3,119,879	3,231,193	3,623,320	3,620,660

LAW DEPARTMENT

Purpose:

"to ensure the efficient provision of the highest quality legal advice and representation, both preventive and remedial, to The Corporation of The City of Hamilton, by a professional team, maintained by a continuous program of staff development."

In addition to providing Council and its Committees with legal advice, the Law Department performs the following functions:

CORPORATE AND LITIGATION SERVICES

- Civil Litigation: defence of personal injury claims; WCB claims
- Risk Management advice
- Bylaw Enforcement/Judicial Review applications
- Labour and related appearances/opinions
- Contract negotiation/drafting/dispute resolution
- Legislative Drafting

REAL ESTATE AND DEVELOPMENT SERVICES

- Property transactions: eg. purchases, sales, leases, liens, encroachments
- Road closures/dedications
- Title searches/opinions
- Development agreements: eg. subdivisions, site plan control, preservice
- Land Related Administrative Tribunal representations: eg. OMB
- Expropriation Inquiries, Land Compensation Board

1991 COMPARATIVE STATEMENT OF ESTIMATES

LAW

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
<u>Law</u>				
* Expenditures				
Administration	1,507,282	1,398,184	1,744,860	1,724,880
Disbursements	8,280	21,862	35,000	25,000
Total Expenditures	1,515,562	1,420,046	1,779,860	1,749,880
* Revenues				
	0	0	0	0
Net Operations	1,515,562	1,420,046	1,779,860	1,749,880

HUMAN RESOURCES CENTRE

Purpose:

"To provide an advisory function, an information and control function and a service function for Departments of the Regional Municipality of Hamilton-Wentworth and the City of Hamilton in a pro-active manner, and to provide information to Councils of both organizations to enable them to make informed decisions."

Responsible for :

* Labour Relations
* Wage & Salary Administration including Pay Equity
* Employment Equity
* Job Evaluation
* Training
* Occupational Health & Safety
* Attendance Control
* Worker's Compensation
* Ergonomics
* Employee Records
* Benefits
* Human Resources Information System including processing Payroll Data
* Recruiting
* Employment & Exit Interviews
* Complement Control
* Job Postings
* Job Descriptions
* Organizational Reviews

1991 COMPARATIVE STATEMENT OF ESTIMATES

HUMAN RESOURCES

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Human Resources				
* Expenditures				
Services Provided By The Region	1,938,656	1,941,893	2,053,980	2,119,620
Pay Equity Committee	187,535	51,634	109,450	58,500
Total Expenditures	2,126,191	1,993,527	2,163,430	2,178,120
* Revenues				
Total Revenues	0	0	0	0
Net Operations	2,126,191	1,993,527	2,163,430	2,178,120

PROPERTY DEPARTMENT

The Property Department acts as landlord of the City and is building oriented. The Department consists of a Real Estate Division, Architectural Division, and a Building Operations and Maintenance Division.

The responsibilities of the Departments are as follows:

The REAL ESTATE DIVISION provides a complete package of real estate services to all Municipal Departments and City Council including the acquisition and disposal of real property, the marketing of industrial lands, the management/rental of municipally owned real estate, demolition control and providing real estate appraisal expertise. This same package of real estate services is provided to the Regional Municipality of Hamilton-Wentworth and the Municipal Non-Profit (Hamilton) Housing Corporation on a fee basis.

The ARCHITECTURAL DIVISION provides services in project management. As project managers, the division plans, organizes, and controls all the City's activities that relate to new or renovated buildings. This includes directing and coordinating the project team in the development of feasibility studies, estimates, design, construction documents and in the administration and supervision of construction contracts.

The BUILDING OPERATIONS AND MAINTENANCE DIVISION is responsible for administering a complete building maintenance programme at approximately 200 City owned facilities including City Hall, recreation buildings, arenas and outdoor pools, playgrounds, park buildings, housing units, fire halls, recreation centres and historic sites. Our objectives are to operate a preventive maintenance program, provide a cleaning and caretaking service, carry out renovations to buildings as necessary, provide 24 hour, 7 days per week maintenance coverage, and formulate energy conservation programs. The Division is also responsible for the Central Utilities Plant, a centre for the supply and distribution of services for a number of buildings in the downtown core of the City. Electrical, heating, cooling, and ventilation are provided to City Hall, the Art Gallery, Central Library, Central Market, underground parking garage, the Ontario Government Building, Copps Coliseum, Hamilton Place and The Convention Centre. Day to day and preventive maintenance is also provided to this $60,000,000 physical plant which provides building environment control to 1,500,000 square feet of office, institutional and entertainment space.

Within the Building Operations and Maintenance Division, the CENTRAL UTILITIES PLANT:
- provides operational and maintenance resources relating to the supply and distribution of utility services for a number of buildings located in the downtown core of the City.
- provides leadership, work control and scheduling in an effort to maximize productivity of the work force and to prioritize work in accordance with the needs established and funds provided.
- provides a maintenance resource capable of maintaining system components and equipment to accepted standards while maintaining a low unit and life cycle cost.
- ensures high technical and aesthetic standards for the facilities and to provide a satisfactory and safe environment for all users with minimal depreciation of capital.

1991 COMPARATIVE STATEMENT OF ESTIMATES

PROPERTY

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Property				
* Expenditures				
Administration - Real Estate Division	469,308	481,506	558,140	616,260
Administration - Architects Division	356,274	416,102	425,940	0
Administration - Building Operations & Mtnce.	261,476	444,510	504,050	386,430
Maintenance City Hall, Public Buildings, Health Building, Civic Properties Rented	1,529,477	1,689,241	1,560,610	1,679,150
Composite Buildings	125,290	141,696	150,650	127,150
District Centres	1,341,271	1,454,485	1,432,460	1,584,190
Parks/Recreation Buildings/Playgrounds	1,256,431	1,275,206	1,294,760	1,516,020
Chedoke/King's Forest Golf Club Buildings	158,848	205,392	221,780	204,840
Historic Sites	107,065	135,491	151,370	117,170
Ivor Wynne Stadium/Other Locations	526,440	484,831	587,020	702,070
Repairs & Maintenance - Market/Library	77,881	146,450	156,640	113,270
Total Expenditures	6,209,761	6,874,910	7,043,420	7,046,550
* Revenues				
Administration Fees - Demolitions	2,780	730	1,000	1,000
Rental - City Hall	599,460	584,473	587,380	522,480
Civic Properties Rented	281,410	236,150	255,000	250,960
Total Revenues	883,650	821,353	843,380	774,440
Net Operations	5,326,111	6,053,557	6,200,040	6,272,110

1991 COMPARATIVE STATEMENT OF ESTIMATES

CENTRAL UTILITIES PLANT

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Central Utilities Plant				
* Expenditures				
Operations	850,408	547,964	634,850	726,100
Maintenance	421,028	775,711	803,090	799,330
City Hall	205,204	211,774	241,290	237,620
Ontario Government Building	229,315	261,130	233,800	278,640
Pedestrian Arcade/Overpass	43,574	38,324	45,110	47,730
Parking Authority Underground Garage	95,582	96,181	102,950	107,910
Copps Coliseum	278,304	332,521	304,630	359,700
Hamilton Central Library	248,452	251,733	251,190	274,210
Hamilton Place	211,821	208,474	235,770	237,350
Art Gallery	114,426	117,850	124,020	128,100
Hamilton Farmer's Market	66,071	72,888	66,490	76,300
Hamilton Convention Centre	281,508	259,685	301,470	307,430
Recoveries From Users	(639,460)	(611,656)	(620,320)	(711,850)
Total Expenditures	2,406,233	2,562,579	2,724,340	2,868,570
* Revenues				
Total Revenues	0	0	0	0
Net Operations	2,406,233	2,562,579	2,724,340	2,868,570

THE PLANNING AND DEVELOPMENT DEPARTMENT

The PLANNING AND DEVELOPMENT DEPARTMENT provides land use planning services to the City of Hamilton. The Department's expertise covers all facets of municipal planning. Extending from long-range to current planning activities, the Department is responsible for:

- the formulation of long-range planning objectives and policies through the Official Plan, Secondary or Neighbourhood Plans, and related studies to guide growth while managing the natural, historic and architecturally significant attributes of the municipality; and,

- the implementation of these policies and plans through Zoning By-laws, Site Plans, and Land Division to maximize a high standard of urban design and energy efficiency in the development of the municipality.

The PLANNING AND DEVELOPMENT DEPARTMENT is primarily engaged in:

- administering the City's Official Plan; developing and administering Neighbourhood Plans; formulating/co-ordinating the City's Strategic Plan;
- representing the City's planning interests on special purpose committees and before hearing tribunals;
- undertaking and implementing long-range policy studies;
- processing zoning applications and site plan control applications; commenting on applications to the Committee of Adjustment, Land Division Committee, and Niagara Escarpment Commission;
- preparing and/or reviewing draft Zoning By-laws;
- conducting research and providing input on development and land use regulation matters; and,
- designating buildings of architectural/historic significance and heritage conservation districts;
- implementing the Heritage Fund programme; and,
- providing information services to the public on land use planning, statistical and related matters.

During 1990, the PLANNING AND DEVELOPMENT DEPARTMENT:

- processed 103 rezoning applications;
- processed 103 site plan applications;
- processed 12 Official Plan ammendments;
- commented on over 540 applications to the Committee of Adjustment, Land Division Committee and Niagara Escarpment Commission; and,
- answered over 17,700 public enquiries on land use planning, statistical and related matters.

	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
TOTAL EXPENDITURES	1,781,406	1,827,684	1,883,610	1,923,570

HAMILTON FIRE DEPARTMENT

The Hamilton Fire Department, under the direction of the Chief, is responsible for fighting fires and responding to a wide variety of non-fire related emergency conditions and life-threatening situations within the boundaries of the City of Hamilton. In addition, through By-Law No. 6834, the Department is authorized to assist other Hamilton-Wentworth Region Fire Departments under "mutual aid".

There are six divisions within the Hamilton Fire Department being Administration, Communications, Fire Prevention, Vehicle and Equipment Repair, Training and Firefighting. The Department has 501 authorized staff. Operations are carried out from 12 fire stations, our Training Complex and Administrative Office.

Our main objective is the protection from fire, of all life and property within the City. This is accomplished through our commitment to fire prevention programs, fire code enforcement and public education efforts ; and an all-inclusive in-house firefighter training program.

Alarms, $ Loss, Fatalities - 1986-1990

	1990	1989	1988	1987	1986
Structural fires	530	541	554	519	562
Outdoor fires	766	762	863	802	735
Vehicle fires	248	257	285	255	250
Emergency calls	1,023	731	737	415	423
Assistance calls	1,410	1,310	1,282	1,304	1,221
Inhalator calls	6,807	4,386	4,371	2,711	2,677
Unnecessary calls	734	789	708	771	689
Accidental alarms	2,040	1,841	1,582	1,533	1,442
False (malicious) calls	411	390	423	403	444
Total alarms	13,969	11,007	10,805	8,713	8,443
Estimated fire loss ($ millions)	7.60	12.05	8.87	6.01	5.51
Fire fatalities	6	5	7	7	12

Emergency calls: Vehicle accidents;elevator rescues;rescue of persons trapped or injured by equipment;personal injury accidents,etc.

Assistance calls: Lock-ins;defective electrical wiring;faulty heating units; defective chimneys;assistance to police or public utilities;gas leak/fumes;t.v. aerials and hydro wires down;defective transformers;investigation of unknown odours and fires reported out.

Inhalator calls: Heart problems;convulsions;epileptic seizures;drownings;breathing difficulties suicides;strokes,etc.

Unnecessary calls: Needless;smoke;steam;odour or reflections mistaken for fire

Accidental alarms: Servicemen working on or testing an alarm system;sprinkler head or pipes broken; heat or smoke detection systems activated,etc.

1991 COMPARATIVE STATEMENT OF ESTIMATES

FIRE

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Fire				
* Expenditures				
Administration	23,918,835	26,689,375	27,269,980	28,812,650
Motor Apparatus - Operations	558,041	746,910	723,770	815,210
Fire Protection - Water Service	1,169,334	1,278,360	1,278,360	0
Fire Prevention Bureau	984,003	1,082,234	1,165,140	1,222,660
Retirement Allowances - Granted By Council	2,218	2,218	2,540	3,020
Drum Corps	6,640	6,500	6,500	7,050
Training Supplies	24,453	37,591	38,450	58,290
Total Expenditures	26,663,524	29,843,188	30,484,740	30,918,880
* Revenues				
Administration (Fire Services-MTC, Inspection Fees,Fire Training Complex)	90,915	98,540	80,000	80,500
Total Revenues	90,915	98,540	80,000	80,500
Net Operations	26,572,609	29,744,648	30,404 740	30,838,380

BUILDING DEPARTMENT

The purpose of the BUILDING DEPARTMENT is to establish and maintain, through quality control in the framework of existing legislation, the minimum level of a safe, healthy and enjoyable living and working environment as laid out in the codes and by-laws under our jurisdiction.

The Department consists of four distinct divisions, with a total of approximately 90 staff members. Among our staff, there are various Professionals, Customer Service Reps, Plan Examiners, Field Inspectors, Support Staff, Administrative and Management staff, all of them with different expertise and skills to serve the residents and business communities in our City.

Customer Services Section

Answers all inquiries from the general public, contractors, developers, architects, engineers, lawyers, real estate agents etc. either by telephone or by talking to the customers in person, regarding the interpretation of the zoning and building regulations. Processes the building permit application, and ensures that all plans submitted with a permit application conform with applicable regulations and by-laws, such as, The Ontario Building Code, Hamilton Zoning By-Laws, etc.

Field Services Section

Conducts progressive field inspections to ensure that the projects, or the buildings, are in compliance with the approved plans, The Ontario Building Code, Hamilton Zoning By-Laws, Ontario Plumbing Code and other relevant by-laws. The division also enforces other Hamilton local by-laws, such as Property Standards By-Law, the Backyard By-Law, etc. The Inspectors also investigate unsafe buildings and ensure that proper corrective steps are taken. When necessary, the Inspector issues "Orders to Comply" or "Stop Work Orders" and initiates legal action to force compliance with the by-law requirements as specified per the Order issued.

Loans Division

Administers rehabilitation loan and grant programmes funded by the Federal and Provincial Governments. At the present time, the Loans Division is implementing eighteen (18) different programmes, as well as administering several loan and grant programmes for the Town of Dundas and the Township of Flamborough.

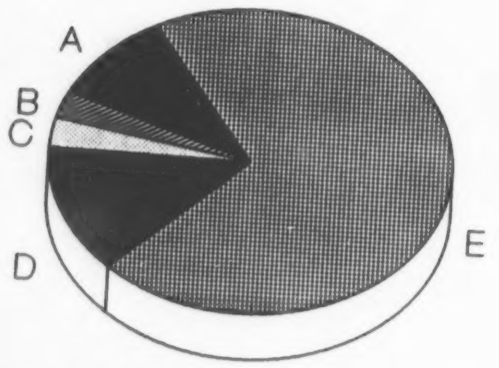
Committee of Adjustment

Deals with minor variances from requirements of the Hamilton Zoning By-Law.

BUILDING DEPARTMENT

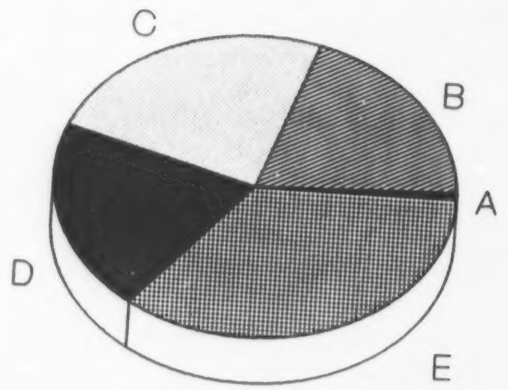
1990 STATISTICS

Total Construction Value	$362,387,375
Total Permits Issued	4,101
Total Zoning Verification Certificates Issued	5,229
Total Property Reports Issued	6,104



BREAKDOWN BY NUMBER OF PERMITS ISSUED

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Miscellaneous	413	10.1%
B	Industrial	116	2.8%
C	Institutional	133	3.2%
D	Commercial	557	13.6%
E	Residential	2882	70.3%
		4,101	100.0%



BREAKDOWN BY CONSTRUCTION VALUE (000's)

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Miscellaneous	2,986	0.8%
B	Industrial	71,290	19.7%
C	Institutional	86,982	24.0%
D	Commercial	74,347	20.5%
E	Residential	126,782	35.0%
		362,387	100.0%

1991 COMPARATIVE STATEMENT OF ESTIMATES

BUILDING

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Building				
* Expenditures				
Administration	580,106	621,453	605,110	449,370
Engineering,Zoning & Counter Services	1,116,605	1,136,957	1,193,940	1,242,310
Inspection Services	2,123,761	2,263,444	2,324,390	2,417,040
Loan Services	268,445	272,822	274,790	207,610
Total Expenditures	4,088,917	4,294,676	4,398,230	4,316,330
* Revenues				
Administration	2,890	2,217	1,000	1,000
Engineering,Zoning & Counter Services	4,834,057	3,433,895	3,999,000	3,000,000
Loan Services	157,902	143,994	148,500	154,500
Total Revenues	4,994,849	3,580,106	4,148,500	3,155,500
Net Operations	(905,932)	714,570	249,730	1,160,830

TRAFFIC DEPARTMENT

The TRAFFIC DEPARTMENT of The City of Hamilton consists of an Administrative Section, Operations Section, Planning Section, and Community Traffic Services Section.

ADMINISTRATION SECTION

* Provides the stenographic, clerical, payroll, accounts payable and accounting functions for the Department.
* Receives and answers inquiries from the public, other Departments and elected officials.
* Issues 1,900 on-street parking permits annually, in accordance with City By-Laws.

OPERATIONS SECTION

A full-time staff of over 60, growing seasonally to over 80, is employed. Their duties include:

* Traffic Signals - install, maintain and operate over 320 traffic signals on all roads in the City and Region.
* Traffic Signs - manufacture and install over 17,000 new traffic signs annually, and maintain existing existing traffic signs on all roads within the City, and on Regional roads outside the City. Signs are also manufactured for supply to other departments and agencies.
* Pavement Markings - install and maintain in the City, and on Regional roads outside outside Hamilton, over 1,500 kilometres of lane dividing and centre lines and over 330 kilometers of crosswalk lines.
* Parking Meters - install and maintain over 3,000 meters under contract to the Hamilton Parking Authority.
* Design and Drafting Services - provide for City and Regional sign, signal, pavement marking and parking meter installations in co-operation with the Regional Engineering Department.
* Engineering Services - review "functional" and "geometric" design proposals for the Regional Engineering Department.

PLANNING SECTION

* Review and technical transportation analysis of applications related to land development or use such as zoning, land division, site plans and neighbourhood design.
* Review and analysis of City and Regional policies with respect to transportation issues such as Official Plans and modifications to the Zoning By-Law.
* Processing and analysis of approximately 8,000 motor vehicle collision reports annually for the Hamilton-Wentworth Region. Record information is committed to a computerized storage/retrieval system. An annual report summarizing collision statistics and trends is produced.
* Review and recommend approval or denial of all boulevard parking applications - approximately 500 applications annually.
* Review and issue driveway approach approvals authorizing access from private property to the public highways for all major developments.
* Provide traffic expertise to all City and/or Regional transportation studies.
* Conduct traffic studies such as traffic counts, delay studies, through traffic studies, speed studies and others to provide information for the needs of all City and Regional Departments respecting traffic movement.

TRAFFIC DEPARTMENT

COMMUNITY TRAFFIC SERVICES SECTION

* School Crossing Guards (Staff of approximately 200)
  - Provide school crossing services for the Area Municipalities of Hamilton, Stoney Creek, Dundas, Ancaster and Flamborough.
  - Technical studies are conducted to determine whether or not school crossing guards are required at specific locations for five Area Municipalities within the Region.

* Legislative Section (Staff of 3)
  - Investigate and prepare approximately 400 reports each year for the City's Transport and Environment Committee and the Region's Engineering Services Committee respecting changes to various Traffic By-Law regulations and traffic control devices.
  - Administer the time limit exemption and "permit parking" programs for local residential streets within the City, including the issuance of approximately 1,900 permits each year.
  - Conduct telephone and written surveys of residents respecting the implementation of "Permit Parking" and "Time Limit Parking" regulations on local residential streets in Hamilton.

* Parking Control (Staff of 42)
  - Provide enforcement of all on- and off-street parking regulations in the City.
  - Recommend and approve signing of private properties for parking enforcement purposes.
  - Prosecute parking violations in Court for five Area Municipalities and the Region.

  - Administer the City and Regional Traffic By-Laws including the preparation in Bill form of over 50 By-Law amendments each year.
  - Attend public meetings to provide information and answer inquiries respecting various traffic and parking issues.
  - Investigate and take appropriate enforcement action respecting visibility obstructions at intersections.

1991 COMPARATIVE STATEMENT OF ESTIMATES

TRAFFIC

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Traffic				
* Expenditures				
Administration	585,722	635,730	629,700	668,210
Design & Engineering	254,600	145,125	142,500	145,050
Traffic By-law Enforcement	1,187,978	1,483,779	1,524,400	1,584,720
Neighbourhood Watch	0	5,922	8,000	8,000
School Crossing Guards	1,196,465	952,333	990,440	991,420
Outside Activities	1,226,762	1,377,249	1,434,990	1,549,060
Work Done For Others	(37,628)	(17,676)	(13,830)	(19,820)
Total Expenditures	4,413,899	4,582,462	4,716,200	4,925,640
* Revenues				
Administration	302,378	205,346	196,740	221,560
Traffic By-law Enforcement	2,149,801	2,026,178	2,313,780	2,574,830
Front Yard Parking	28,750	29,360	29,000	30,000
On-Street Parking	19,143	26,015	15,000	22,230
Boulevard Parking	30,741	31,829	31,380	31,900
Approach Approvals	0	465	1,880	940
Private Parking Lots	3,360	4,278	3,310	4,480
Total Revenues	2,534,173	2,323,471	2,591,090	2,885,940
Net Operations	1,879,726	2,258,991	2,125,110	2,040,700

PUBLIC WORKS DEPARTMENT

The Public Works Department is the largest of the City Departments, has a permanent staff complement of over 600 employees, and an annual operating budget in excess of $45,000,000 (gross). There are five major service divisions within the Department: Administration, Cemeteries, Fleet Services, Parks and Streets & Sanitation.

Responsibilities by Section within the Divisions are as follows:

<u>Administration</u>

- Accounting, Payroll, Clerical and Admin. Assistants; handle estimated 50,000 telephone inquiries, complaints and requests annually; process purchase orders and requisitions; process time sheets for over 500 employees daily; as well as provide clerical and administrative support daily for most of the senior management staff of the Department
- Driver Training and Safety – for safe operation of vehicles and equipment
- Claims – investigation of claims filed against the City
- Labour Relations and Project Co-ordination

<u>Cemeteries</u>

- Administration, Operations, Care and Maintenance of 14 Cemeteries

<u>Fleet Services</u>

- Acquisition and maintenance of the truck fleet and equipment utilized by three City Departments – this amounts to approximately 1,218 vehicles and major pieces of equipment.

<u>Parks</u>

* Development – design and supervision of construction of all new parks and the Waterfront (harbour front) parkland
* Maintenance – daily care and maintenance of approximately 160 City Parks including 660 hectares of land, 155 community baseball diamonds and 30 community soccer/football fields
* Forestry – care, maintenance and trimming of over 70,000 trees

PUBLIC WORKS DEPARTMENT

__Parks__

* Beautification - operation of the Greenhouses at Gage Park, The MUM Show, floral planting in City parks and around City buildings
* Turf - maintenance of the Golf Courses - Chedoke (2 -18 hole courses) and King's Forest (18-holes) and 4 lawn bowling clubs
* Facilities - maintenance and operation of the various Stadia and Major Sports Facilities including Ivor Wynne, Brian Timmis, Bernie Arbour, Victoria Park, Sackville Hill Park Stadia as well as Mohawk Sports Park and Globe Sports Park.

__Streets & Sanitation__

* Streets
  - year-round maintenance, repair, cleaning and snow clearing of over 1600 kms. of City streets and 1800 kms. of sidewalks
  - cleaning of 20,000 catch basins
  - noxious weed control
* Sanitation
  - domestic garbage collection for each household once per week
  - domestic bulk garbage collection in conjunction with daily garbage collection
  - "apartment" bulk collection contracts
* Community Renewal
  - revitalization of parks, sidewalks, lighting, landscaping and street scaping in older areas and business districts in the City

1991 COMPARATIVE STATEMENT OF ESTIMATES

PUBLIC WORKS - PARKS & CEMETERIES

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Public Works - Parks & Cemeteries				
* Expenditures - Parks				
Administration	374,634	503,624	588,340	664,430
Park Maintenance	4,333,729	4,464,130	4,445,950	4,613,570
Lawnbowling And Golf Course	1,413,062	1,433,791	1,466,990	1,528,810
Horticultural	1,392,606	1,380,567	1,470,100	1,522,120
Development	113,739	131,920	115,680	125,800
Winter Operations	896,423	774,023	751,730	650,510
Special Projects Repair	61,075	54,596	56,230	36,230
Waterfront Development	68,671	77,325	78,870	80,820
Community Renewal	236,682	245,831	251,370	203,050
	8,890,621	9,065,807	9,225,260	9,425,340
Cemeteries				
Administration/Operations	1,260,557	1,385,501	1,385,900	1,406,430
Burials,Removals,Dressing Graves,Care	393,136	405,877	428,260	445,390
Building Foundations and Setting Markers	37,340	28,557	43,830	45,580
Maintenance	856,534	849,964	875,110	897,410
	2,547,567	2,669,899	2,733,100	2,794,810
Total Expenditures	11,438,188	11,735,706	11,958,360	12,220,150
* Revenues - Cemeteries				
Administration	9,594	11,883	11,170	10,860
Burials,Removals,Foundations,Setting Markers	525,201	574,787	612,380	647,810
Sale of Land	232,860	281,703	249,020	260,470
Perpetual Care/Pre Need Assurance Fund	248,332	368,946	270,000	280,000
Total Revenues	1,015,987	1,237,319	1,142,570	1,199,140
Net Operations	10,422,201	10,498,387	10,815,790	11,021,010

1991 COMPARATIVE STATEMENT OF ESTIMATES

PUBLIC WORKS - STREETS & SANITATION AND FLEET SERVICES

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Public Works - Streets & Sanitation and Fleet Services				
* Expenditures - Streets & Sanitation				
Administration	350,428	1,248,471	1,144,980	1,193,630
District Yard Maintenance	1,009,771	894,810	863,000	898,680
Emergency Measures/Truck Rodeo	24,120	30,045	34,000	0
Garbage Collection	4,660,979	4,973,299	4,971,590	5,176,200
Roadway & Sidewalk Maintenance	4,471,754	4,803,830	4,861,310	5,114,750
Winter Maintenance	2,956,922	3,062,706	2,362,270	2,474,880
Arborist	1,449,367	1,720,462	1,683,630	1,741,650
Maintenance - Various	150,768	208,114	228,880	237,150
Special Projects	444,288	(13,439)	303,980	232,580
	15,518,397	16,928,298	16,453,640	17,069,520
Fleet Services				
Administration	387,832	436,704	468,690	527,170
Shop Expenditures	2,282,842	2,587,799	2,434,590	2,572,270
Shop Revenues	(2,418,293)	(2,472,593)	(2,906,900)	(3,099,440)
Vehicle Operations	117,985	(266,711)	0	0
	370,366	285,199	(3,620)	0
Total Expenditures	15,888,763	17,213,497	16,450,020	17,069,520
* Revenues				
Administration - Fleet Services	36,548	36,497	34,810	34,810
Administration - Streets & Sanitation	371,636	400,491	306,940	325,630
Roadway Tree Trimming	96,566	132,865	103,750	140,440
Litter By-law Enforcement	0	0	49,060	0
Total Revenues	504,750	569,853	494,560	500,880
Net Operations	15,384,013	16,643,644	15,955,460	16,568,640

LOCAL ROADS - BY REGION

The Engineering Department of The Regional Municipality of Hamilton-Wentworth administers LOCAL ROADS AND ENGINEERING SERVICES for the City of Hamilton.

The projects and programs performed by the Department include:

* Development Control
  - processing severance applications, draft plans, fee schedules, drainage complaints, site plans, zoning applications, grading plans, neighbourhood plans, Committee of Adjustment applications, NEC applications, Engineering Drawings of Subdivisions
* Encroachments
* Bridge Maintenance
  - routine bridge rehabilitation and maintenance
* Railway Crossings and Safety (cost sharing arrangements specifically outlined by the National Transportation Agency of Canada)
  - Signal maintenance - hardware maintenance at crossings with automatic protection
  - Infrastructure maintenance - pavement maintenance at asphalt/rubber railway crossings
* Legal Surveys and Services
  - legal surveys requested by City Departments, providing topographical and property information to clients
* Electrical Services
  - electrical services related to decorative street lighting, central heating, air conditioning and telephone service

	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
TOTAL EXPENDITURES	3,919,439	3,366,547	3,788,690	3,729,040

CULTURE AND RECREATION DEPARTMENT

MISSION STATEMENT

"The Department of Culture and Recreation will contribute to the quality of life in the City of Hamilton by providing enhanced cultural and recreational opportunities for our citizens and visitors and our staff will provide responsive programs and services."

OUR GOALS

1. To support and develop voluntarism.
2. To program and operate our facilities professionally.
3. To optimize community resources.
4. To communicate and educate.
5. To forecast and evaluate on program needs.

* In general terms, the Departments' operation budget is $10 million with revenues of $3.5 million.
* The Department employs 500 FTE's (Full Time Equivalents) which includes 300 seasonal/part-time.
* Culture and Recreation programs serve 60,000 members and attendances over a million.
* The Department works with 200 sport and cultural groups and 180 facility user groups.
* The Facilities include:
  - 12 Recreation Centres and Pools
  - 2 Community Centres
  - 8 Community Arenas & Skating Centres
  - 5 Museums
  - 3 Senior Citizen Centres
  - 2 Golf Courses
  - 7 Outdoor Pools
  - 72 Playgrounds & Wading/Spray Pools
  - 4 Day Camps

  Along with Co-ordinating:
  - Tennis Courts, Bocce Courts, Lawnbowling Areas
* The Department supports the many special events and provides assistance with many festivals in staging their programs;the Department includes many self operated special events and activvities.
* Culture and Recreation is not only concerned with programming but community wellness and providing support for greater leisure opportunities and a healthier Hamilton.

1991 COMPARATIVE STATEMENT OF ESTIMATES

RECREATION AND CULTURE

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Recreation and Culture				
* Expenditures				
Administration/Senior Citizen's Centres	1,552,026	1,889,946	1,784,990	2,197,310
Programmed Events	193,503	206,716	219,570	250,880
Playgrounds/Community Services/Rosedale	635,950	698,399	801,570	773,630
Arenas and Pools	1,943,252	1,953,188	2,053,830	2,284,570
District Centres	3,329,226	3,679,247	3,733,320	3,993,080
Chedoke Golf Club/Winter Sports Park	152,384	140,830	140,280	167,730
King's Forest Golf Club/Winter Sports Park	100,568	89,649	97,270	91,210
Canusa Games/Swimming Program Beach Area	40,000	60,052	55,160	87,690
East Kiwanis Boy's & Girl's Club	226,782	240,453	236,660	246,130
Museums	1,230,657	1,323,477	1,385,620	1,466,030
Total Expenditures	9,404,348	10,281,957	10,508,270	11,558,260
* Revenues				
Administration/Senior Citizen's Centres	32,801	34,999	37,180	41,810
Arenas and Pools	654,275	647,013	540,970	699,340
District Centres	1,081,541	1,184,351	1,015,550	1,071,020
Chedoke Golf Club/Winter Sports Park	847,612	887,203	867,320	927,480
King's Forest Golf Club/Winter Sports Park	455,141	520,423	473,600	575,600
Ivor Wynne/Brian Timmis Stadiums	153,957	161,709	135,370	143,160
Canusa Games	40,873	42,454	43,000	45,150
Tennis/Lawnbowling/Rental Community Centre	16,385	41,040	26,760	39,990
Major Park Facilities	71,505	96,377	71,930	98,450
Museums	255,840	226,796	260,260	286,400
Total Revenues	3,609,930	3,842,365	3,471,940	3,928,400
Net Operations	5,794,418	6,439,592	7,036,330	7,629,860

THE HAMILTON & SCOURGE PROJECT

Hamilton and Scourge are two armed merchant vessels from the War of 1812 which capsized in a squall on August 8,1813. Discovered in 90 metres of water off Port Dalhousie, Ontario, their identities were confirmed in 1975 as was their nearly perfect state of preservation. It was then understood that Hamilton and Scourge are the most perfectly preserved wrecks of historical significance in the world.

Title was transferred in 1980 from the US Navy to the City of Hamilton. The City's intention is to raise and exhibit the vessels in a world-class museum: an international tourist attraction. Also in 1980, Jacques Cousteau viewed Hamilton, and both vessels were part of a National Geographic Society/Hamilton-Scourge Project survey in 1982.

Dives on the vessels were conducted during April and May 1990 as part of the Jason Project 1990, a science-education endeavour. Data was beamed off a satellite and brought down in 14 museums across North America. 250,000 schoolchildren participated using a cirriculum published by the National Science Teachers Association, drawing heavily on material and input from Hamilton-Scourge Project Staff.

The City of Hamilton in conjunction with the Provincial and Federal governments must now decide if, when, how, to raise and exhibit the Hamilton and Scourge.

	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
TOTAL EXPENDITURES	122,431	132,566	159,560	156,030

THE HAMILTON PUBLIC LIBRARY SYSTEM

The HAMILTON PUBLIC LIBRARY BOARD is duly constituted as a corporation under the Public Library Act of Ontario, with the responsibility for the management and control of the Hamilton Public Library system. The Board is composed of eleven members appointed by the City of Hamilton. Two members are recommended by the Board of Education for the City of Hamilton, one member is recommended by the Hamilton-Wentworth Roman Catholic Separate School Board and two members are Aldermen for the City of Hamilton. The remaining 6 members are citizens appointed by the City. The Head Office is located at 55 York Boulevard, Box 2700, Station A, Hamilton, Ontario, L8N 4E4.

The Library serves a population of 308,000 people. As well, The Central Library acts as the major resource library for the Hamilton-Wentworth Region which has a population of approximately 434,000.

In addition to the Central Library, the Board operates 9 Branch Libraries, two Bookmobiles and a Visiting Library Service. In 1990, some 3,000,000 items were circulated, 525,000 information questions processed and programmes attracting an audience of 53,000 conducted. There are presently some 294,000 registered patrons. As of April, 1991, the Library employed 218 full-time and 35 part-time employees.

There are 7 major divisions within the Library and their functions are as follows:

<u>Public Service Division</u>
* Responsible for the circulation of materials, responding to information queries, developing and maintaining collections and providing programmes, tours and outreach services

<u>Technical Support Services</u>
* Acquires and processes materials, creates and maintains the bibliographic data base and retrieves overdue items

<u>Library Automated Systems Development</u>
* Participates in developing policies and strategies for automation and assists in its implementation

<u>Planning Department</u>
* Responsible for the development and delivery of planning and performance measures

<u>Business Office</u>
* Responsible for property management and the administration of the financial affairs of the Library

<u>Personnel Department</u>
* Deals with all functions related to labour relations, Wage/salary and benefits administration, recruitment and the administration of personnel policies and procedures

<u>Public Relations Department</u>
* Promote the purpose of the Library and to enhance its image

The activities of the Library are best summarized by the mission statement which reads as follows: "The Hamilton Public Library serves citizens as individuals and as members of groups by responding to their needs for information, education, culture, recreation and leisure. The Hamilton Public Library acquires and organizes material in many different formats, promotes their use, provides skilled assistance in using these materials and makes them readily available to all sections of the community. Such availability includes: ease of access, both physical and intellectual without discrimination because of age, language, educational level or disability and without monetary charge."

1991 COMPARATIVE STATEMENT OF ESTIMATES

HAMILTON PUBLIC LIBRARY

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Hamilton Public Library				
* Expenditures				
Central Library	9,478,273	10,065,051	9,987,170	10,166,450
Branch Libraries	2,709,147	3,240,319	3,293,480	3,627,560
Library Services	52,937	43,312	48,600	48,600
Total Expenditures	12,240,357	13,348,682	13,329,250	13,842,610
* Revenues				
Central Library - Municipal Contribution	10,756,232	11,764,999	11,934,710	12,317,960
Central Library - Other	1,376,130	1,489,072	1,305,440	1,435,550
Branch Libraries	8,058	0	0	0
Library Services	99,937	94,611	89,100	89,100
Total Revenues	12,240,357	13,348,682	13,329,250	13,842,610
Net Operations	0	0	0	0

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

The Hamilton Entertainment and Convention Facilities Inc. (HECFI) was incorporated by a special act of the Province of Ontario on December 18,1985, to maintain, operate, manage, market, and promote the Hamilton Place Theatre, the Hamilton Convention Centre, and the Victor K. Copps Trade Centre Arena, as social, cultural, educational and recreational facilities for the benefit of the City and the people of the City of Hamilton.

Included in HECFI's Mission Statement are the following more detailed objectives:

* to maximize the use of the three facilities, while providing balanced and diversified programming for patrons in the greater Hamilton and surrounding areas;
* via effective and efficient management to constantly work towards reducing the subsidization by The Corporation of The City of Hamilton for the three facilities;
* to use the three facilities as the catalyst to attract people from outside the region, and as a consequence positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops,etc.

All of the foregoing are to be achieved while pursuing excellence of management and service.

In 1990 HECFI achieved the following milestones:

	Number of Event Days	Number of Events/Performances	Attendance
Hamilton Convention Centre	337	741	241,105
Hamilton Place (Great Hall)	193	182	245,601
Hamilton Place (Studio Theatre)	227	216	52,637
Copps Coliseum	132	105	549,723
Totals	889	1,244	1,089,066

1991 COMPARATIVE STATEMENT OF ESTIMATES

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC

DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Hamilton Entertainment And Convention Facilities				
* Expenditures				
Corporate	2,277,285	2,648,655	2,880,590	2,948,500
Hamilton Convention Centre	3,256,040	3,247,634	3,481,270	3,408,370
Hamilton Place Theatre	2,394,476	2,184,977	2,293,220	2,137,860
Copps Coliseum	1,727,767	1,933,372	1,906,450	2,107,890
Total Expenditures	9,655,568	10,014,638	10,561,530	10,602,620
* Revenues				
Corporate - Municipal Contribution	2,406,233	2,562,579	2,602,180	2,602,180
Corporate - Other	620,351	639,939	548,060	549,620
Hamilton Convention Centre	3,754,033	3,938,164	3,850,000	3,681,000
Hamilton Place Theatre	1,416,466	1,210,409	1,618,910	1,651,290
Copps Coliseum	1,458,485	1,663,547	1,942,380	2,118,530
Total Revenues	9,655,568	10,014,638	10,561,530	10,602,620
Net Operations	0	0	0	0

THE PARKING AUTHORITY OF THE CITY OF HAMILTON

The HAMILTON PARKING AUTHORITY was created through civic by-law and is charged with the responsibility of establishing and operating off-street and on-street parking in support of the commercial areas throughout the city.

The Board of Authority has objectives which are in support of the established business areas throughout Hamilton. In particular the Authority is very sensitive to the pressures placed on downtown merchants by the demands of the shopper and business person visiting the core of the City. The Authority attempts to meet these demands and others through the use of modern parking equipment, the provision of clean and safe facilities which are conveniently located, and by employing a very pleasant staff throughout all of its operations.

<u>Some Relevant Statistics:</u>

Number of Carparks: 62

Number of Spaces (off-street): 4,700

Number of Spaces (on-street): 1,700

Annual Budget: $5,300,000

Number of Employees: 57

Number of square feet required on a carpark per vehicle: 300

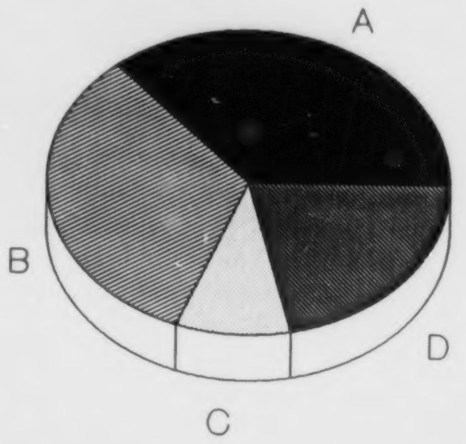
Cost to develop a parking space: $2,000

1991 COMPARATIVE STATEMENT OF ESTIMATES
PARKING AUTHORITY

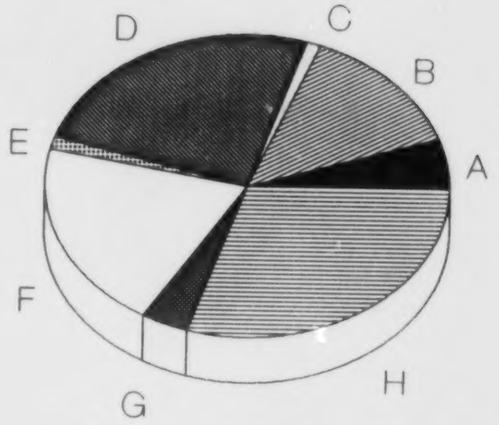
DESCRIPTION	1989 ACTUAL	1990 ACTUAL	1990 ESTIMATE	1991 ESTIMATE
Parking Authority				
* Expenditures				
Administration	1,814,214	1,900,335	1,870,350	1,848,740
Permanent Facilities	1,547,109	1,728,943	1,578,130	2,152,050
Urban Renewal Lot	12,624	16,443	23,250	21,050
Underground Garage	932,241	1,049,271	1,405,580	1,338,680
On-Street Parking Facilities	158,165	196,843	202,760	236,860
Total Expenditures	4,464,353	4,891,835	5,080,070	5,597,380
* Revenues				
Administration	417,848	564,384	545,000	264,500
Permanent Facilities	2,040,256	2,362,323	2,402,420	2,830,200
Urban Renewal Lot	21,823	26,706	24,000	32,000
Underground Garage	1,679,253	1,559,015	1,768,940	1,615,600
On-Street Parking Facilities	586,924	774,900	585,850	933,000
Total Revenues	4,746,104	5,287,328	5,326,210	5,675,300
Net Operations - Transfer To Reserve	281,751	395,493	246,140	77,920

CITY OF HAMILTON SHARE OF REGIONAL ESTIMATES
(000's)

REVENUES



EXPENDITURES



SOURCES OF REVENUE

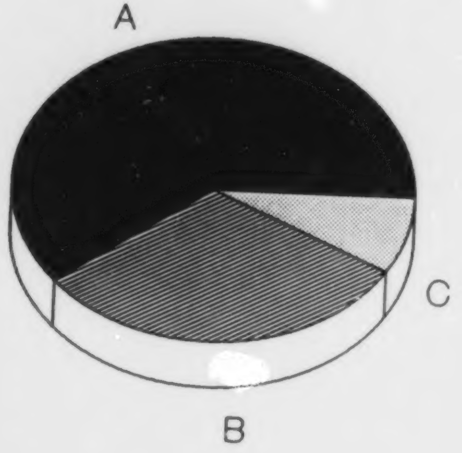
Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Taxation		
	Levy	107,205	28.6%
	Supplementary Taxes	1,211	0.3%
	Payments-In-Lieu Of Taxes	6,942	1.9%
	Special Assessments	2,410	0.6%
		117,768	31.4%
B	Provincial Grants	123,567	33.0%
C	Water and Sewer Rates	34,490	9.2%
D	Other Revenues	98,897	26.4%
		374,722	100.0%

PURPOSES FOR WHICH EXPENDED

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	General Government	20,591	5.5%
B	Protection to Persons & Property	51,740	13.8%
C	Transportation Services	92,290	24.6%
D	Environmental Services	75,504	20.1%
E	Health Services	14,141	3.8%
F	Social and Family Services	111,082	29.7%
G	Recreation and Cultural Services	4,218	1.1%
H	Planning and Development	5,156	1.4%
		374,722	100.0%

CITY OF HAMILTON SHARE OF BOARD OF EDUCATION ESTIMATES
(000's)

REVENUES



EXPENDITURES

SOURCES OF REVENUE

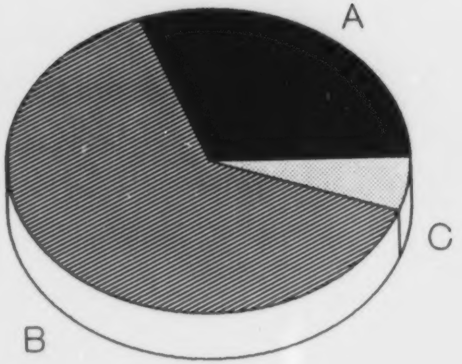
Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Taxation		
	Levy	154,512	58.1%
	Supplementary Taxes	1,898	0.7%
	Payments-In-Lieu Of Taxes	2,871	1.2%
	Special Assessments	3,035	1.1%
		162,316	61.1%
B	Provincial Grants	81,716	30.7%
C	Other Revenues	21,848	8.2%
		265,880	100.0%

PURPOSES FOR WHICH EXPENDED

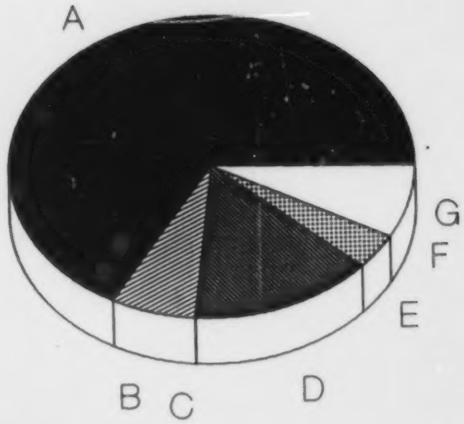
Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Salaries, Wages & Employee Benefits	212,576	80.0%
B	Travel, Personnel Training & Bursaries	1,303	0.5%
C	Books, Energy, Repairs, Supplies and Replacement and New Equipment	29,493	11.1%
D	Debt Charges	1,490	0.5%
E	Rentals; Fees, Contractual Services and Transfers to Other Boards	16,842	6.3%
F	Capital from Current/Permanent Improvements	4,176	1.6%
		265,880	100.0%

CITY OF HAMILTON SHARE OF THE HAMILTON-WENTWORTH ROMAN CATHOLIC SEPARATE SCHOOL BOARD ESTIMATES (000's)

REVENUES



EXPENDITURES



SOURCES OF REVENUE

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Taxation		
	Levy	36,788	29.3%
	Supplementary Taxes	413	0.3%
	Payments-In-Lieu Of Taxes	625	0.5%
	Special Assessments	297	0.2%
		38,123	30.3%
B	Provincial Grants	80,423	64.0%
C	Other Revenues	7,202	5.7%
		125,748	100.0%

PURPOSES FOR WHICH EXPENDED

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Salaries, Wages & Employee Benefits	83,863	66.7%
B	Books, Energy, Supplies and Travel	8,512	6.8%
C	Capital Expenditures	18,274	14.5%
D	Fees and Contractual Services	4,737	0.0%
E	Replacements/Leases	49	3.8%
F	Transfers - Other Boards	9,317	7.8%
G	Other Expenditures	496	0.4%
		125,748	100.0%

Note: Revenue and Expenditure amounts were determined based on the ratio of the City's portion of the Boards' Taxation Levy to the Boards' Total Taxation Levy.

1991 - 1995 CAPITAL BUDGET

REPORT OF THE TREASURER

City Hall, Hamilton, Ontario
January 29, 1991

His Worship the Mayor and Members of City Council

On behalf of the Finance and Administration Committee, it is with pleasure that I present to you the final Capital Budget for the five year period 1991 to 1995 inclusive, as approved by City Council Tuesday, January 29,1991. The Committee should be commended for the manner in which it approached the finalization of the thirty–seventh consecutive Capital Budget.

The Committee in recommending this Capital Budget has continued the policy of attempting to control capital expenditures, and also ensure the City has the financial capability to provide the physical, social and cultural facilities necessary for the progress of the City of Hamilton.

They were also guided by the precepts established in the current year by the Management Team, which are:

1. Strategic direction:
   - Image of the City
   - Quality of life
   - Transportation
   - Staff/Council Relations

2. Public/Employee Safety/Liability – Corporate

3. Legislated by Senior Levels of Government

REPORT OF THE TREASURER – continued

4. Needs Analysis/Feasibility Study:
   - Demand
   - Equity
   - Cost/Benefit
   - Control Future Costs/Maintenance
   - Offsetting Net Revenue

5. Economic Development

6. That the "Pay–As–You–Go" philosophy should be encouraged and every effort should be made to restrict capital borrowing wherever possible.

7. That the City continue the self–imposed policy of limiting the percentage of debt charges expressed as a percentage of levy to 11.6%, representing a reduction in the formerly approved parameter of 12.5% and limit to a 5% increase per year in debenture charges.

The Management Team reviewed and ranked all capital projects submitted by civic departments and local boards, along with the Regional Planning and Engineering Departments, for inclusion in the city's 1991–1995 Provisional Capital Budget, applying the above guidelines. This is the first year that the Management Team, as a group mandated by the Finance and Administration Committee, developed a recommended level of service and financing plan to serve the City's best interest while keeping within the City's goals and objectives.

The Committee undertook a review of the projects submitted to them by the various Standing Committees and Local Boards in order to establish the projects on a priority basis as reviewed and ranked by the Management Team. The Committee carefully analyzed all requests for increased costs to projects contained in the 1991–1995 Capital Budget and new projects being submitted for the first time and were successful in reducing this budget, for consideration of City Council. The Committee also carefully reviewed the analysis of several alternative scenarios for capital budget financing, starting with a plan to eliminate debt (no new debt to be issued) which would mean strict limitations on new capital projects to be undertaken, up to a scenario to increase the debt charges by an average of 12.7%, which would finance all of the requested projects on the "wish list", but would mean a major increase in the debt

REPORT OF THE TREASURER - continued

charges and a corresponding impact on the mill rate.

The Municipal services included in this Capital Budget are shown on the following page analyzed by function and in summary amounts to be financed.

ANALYSIS BY FUNCTION AND FINANCING SOURCES
(Compared with the 1990–1994 Capital Budget Final Statistics)

Function	Net Remaining Expenditures to be Financed			
	Amount (000's)		Percentage Municipal Portion	
	1990–1994	1991–1995	1990–1994	1991–1995
(1)	(2)	(3)	(4)	(5)
MUNICIPAL GENERAL				
General Government	6,600	14,257	5.1%	10.8%
Protection to Persons and Property	6,800	11,450	5.3%	8.6%
Transportation Services	52,031	57,179	40.5%	43.2%
Environmental Services	1,530	4,033	1.2%	3.0%
Recreation and Cultural Services	47,411	33,418	36.9%	25.2%
Planning and Development	6,882	3,675	5.4%	2.8%
General Contingency	7,250	8,448	5.6%	6.4%
Total Municipal General	128,504	132,460	100.0%	100.0%

REPORT OF THE TREASURER – continued

Function	Net Remaining Expenditures to be Financed			
	Amount (000's)		Percentage Municipal Portion	
	1990–1994	1991–1995	1990–1994	1991–1995
(1)	(2)	(3)	(4)	(5)
Self–Sustaining				
Transportation Services				
Local Improvements – Owner's Share	4,637	4,389		
Grand Total	133,141	136,849		
To be financed as follows:			Ratio in Percentage	
1. Debentures	44,099	48,617	33.1%	35.5%
2. 6 Mill Capital Levy	32,335	30,609	24.3%	22.4%
3. Reserves	56,707	57,623	42.6%	42.1%
Total as above	133,141	136,849	100.0%	100.0%

Note: In general terms, the 1991–1995 Capital Budget (Municipal General) contains funding for "hard" and "soft" services on approximately a 52%–48% basis respectively.

The statement on the next page, under column (5), provides the debt charges as a percentage of the estimated adjusted municipal levy. You will note that in each year, the percentage is less than the self–imposed limit of 12.5% and is at an average of 11.6% for the five years specified by City Council as a new guideline introduced in 1991 for the 1991–1995 Capital Budget. Please also note that the increase in debt charges in each of the next five years does not exceed 5% over the preceeding year, a new guideline again introduced in 1991 for the 1991– 1995 Capital Budget.

REPORT OF THE TREASURER – continued

SUMMARY OF DEBT CHARGES AND PERCENTAGES TO LEVY AND ITS EFFECT OVER CURRENT BUDGET MILL RATE

(000's)

	Total City Anual Debt Charges to be Financed by City Mill Rate		Percentage of Adjusted Municipal Levy Required for Debt Charges		Percentage Increase of Debt Charges Over Prior Year	
Year	Based On Original Submissions	Approved By City Council	Based On Original Submissions	Approved By City Council	Based On Original Submissions	Approved By City Council
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1991	15,075	15,075	11.6%	11.6%	2.4%	2.4%
1992	16,721	15,829	12.2%	11.6%	10.9%	5.0%
1993	19,417	16,620	13.5%	11.6%	16.1%	5.0%
1994	22,721	17,451	15.1%	11.6%	17.0%	5.0%
1995	24,291	18,324	15.3%	11.5%	6.9%	4.7%
	98,225	83,299				
Average Percentage for the Five Years 1991–1995			13.5%	11.6%	12.7%	4.9%
1996	25,113	19,060	15.1%	11.5%	3.4%	4.8%

REPORT OF THE TREASURER - continued

It should be noted that while the Committee is recommending that debt charges do not exceed 11.6% of the adjusted municipal levy on average for the five years, a reduction from the previous year's approval of 12.5%, this Capital Budget contains provisions for new projects, and a contingency allowance of $448,000 in 1991 and $2,000,000 in each of the next four years of the Capital Budget. You will note at the same time, however, that annual debt charges will be increasing at 5% or less, a rate lower than the expected inflation rate for this year.

While City Council has been able to reduce the ratio of debt charges to levy to below the City policy parameters (which are well below the Ontario Municipal Board (OMB) requirements), the Corporation still has to be conscious of the total debenture charges as forecasted which amounts to more than $18 million by the year 1995, an increase of almost 22% over 1991.

The details of the capital projects are outlined following this report.

The Finance and Administration Committee is of the opinion that the projects contained in this Capital Budget are within the financial capabilities of the City and represent a balanced program for the future planning and development of the City and has approved of the recommendations as outlined in Exhibit "A".

Respectfully submitted

E. C. Matthews, B.A.,C.A.
Treasurer

Section 41 of the FIRST Report of the Finance and Administration Committee adopted by City Council at its meeting held 1991 January 29, as amended.

a) That the Capital Projects, attached hereto, representing the parameters as outlined below be approved subject to Item (b) and (c) as follows:

(i) debenture charges expressed as a percentage of levy to 11.6%, representing a reduction in the formerly approved parameter of 12.5%, and,

(ii) a 5% increase per year in debenture charges.

b) (i) That the City Treasurer be authorized to reduce the 1991 Capital General Contingency from $2,000,000 ($1,500,000 for general plus $500,000 for G.S.T.) to $448,000 and finance the additional 1991 Road Reconstruction Program – Local Roads and Sidewalks of $1,552,000 with the balance remaining in the 1991 Capital Levy and the Reserve for Capital Projects.

(ii) That the Transport and Environment Committee be requested to revise their policy of approving the supplementary list for the Road Reconstruction Program – Local Roads and Sidewalks such that no supplementary lists for Road reconstruction be approved and any savings from the original contract would be transferred back to General Contingency for the balance of the year.

c) That the new Capital Project "Double A" Baseball Stadium in the amount of $11,236,000 not be considered for inclusion in the 1991–1995 Provisional Capital Budget in the Years 1992 and 1993.

d) That the debt charges shall not exceed an average of 11.6% of the estimated adjusted municipal levy over the five year Capital Budget, and a 5% increase per year in debenture charges.

Section 41 of the FIRST Report of the Finance and Administration Committee adopted by City Council at its meeting held 1991 January 29, as amended. (continued)

e) That the policy established in 1982, whereby any unexpended portion of the municipal contribution to a Local Board be placed in a reserve for capital projects for that Board, should be continued in 1991 and subsequent years to the extent that only adequate reserves are accumulated by Board (as opposed to excessive reserves) and beyond this point such funds may be allocated to other areas requiring Local Board funding including any annual shortfall (amount required in excess of the municipal contribution).

f) That the employment impact of each project be given consideration.

g) That the six mill capital levy continue with specific reference to the "Pay–As–You–Go" policy, on the understanding that the expenditure program for the Reconstruction of Roadways, Abutting Sidewalks and other Sidewalks – Local Roads, be given first priority of the annual financing from this source. The balance of this six mill levy will be assigned to finance such other capital projects as directed by City Council.

h) That where the construction specifications of a capital project go beyond the normal requirements of the City of Hamilton as a result of financial involvement with outside groups such as senior levels of government, institutions, private sector corporations, individuals, or other groups, that such outside contribution be in the firm commitment before City Council is requested to confirm the gross cost of the project and the financial contribution of the City.

i) That new projects be introduced only in the fifth year of the program, or where Council is able to trade–off an existing project already included in the previous year's five year program.

j) That this Capital Budget Program be endorsed and approved by City Council for submission to and consideration by the Ontario Municipal Board, through the Regional Council.

Section 41 of the FIRST Report of the Finance and Administration Committee adopted by City Council at its meeting held 1991 January 29, as amended. (continued)

k) That the Projects starting in the year 1991 be approved for implementation as per the attached list, Exhibit "B", indicating the method of financing. The originating Department Head be requested to proceed with these projects. The City Solicitor be authorized to apply to the Ontario Municipal Board for all the 1991 start date projects requiring debenturing as indicated. The Regional Municipality of Hamilton-Wentworth be requested to consent to the issuance of debenture.

Brian Hinkley

J. Thompson, Secretary

Alderman B. Hinkley
Chairman, Finance and Administration Committee

1991 January 29

1991–1995 PROVISIONAL CAPITAL BUDGET PROGRAM
PROJECTS BY DEPARTMENTAL ORDER WITH 1991 START YEAR AS APPROVED BY CITY COUNCIL ON JANUARY 29, 1991
(000'S)

PROJ NO. (1)	DEPARTMENT (2)	PROJECT DESCRIPTION (3)	PROJECT START (4)	PROJECT FINISH (5)	GROSS COST (6)	RECEIPTS SUBSIDY (7)	** NET FINANCING ** 1991 (8)	1992 (9)	1993 (10)	1994 (11)	1995 (12)	NATURE OF FINANCING (13)
1.0	HOUSING	MUNICIPAL NON-PROFIT (HAMILTON) HOUSING CORPN (NOTE 1)	1991	1991	1,000	1,000						RPP
7.0	PROPERTY	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1991	1991	750		750					RCP
8.0	PROPERTY	REPLACEMENT OF POOL FILTRATION SYSTEM CENT MEM REC	1991	1991	200		200					RCP
11.0	PROPERTY	CONSTRUCTION COST FOR ACCOMMODATION - CITY HALL	1991	1991	100		100					RCP
14.0	PROPERTY	SECURITY IMPROVEMENTS CITY HALL	1991	1991	100		100					RCP
15.0	PROPERTY	LAND ACQUISITION - GENERAL (NOTE 1)	1991	1991	2,600		2,600					RPP
19.0	PROPERTY	OFFICE RENOVATIONS - TREASURY DEPARTMENT	1991	1992	400		200	200				RCP
20.0	TREASURY	CAPITAL OPERATING GRANT - HSPCA	1991	1991	48		48					RCP
22.0	TREASURY	PROVISION FOR CAPITAL GRANTS	1991	1991	100		100					RCP
23.0	FIRE	FIRE STATION - UPPER SHERMAN & FENNELL - LAND ACQUISITION	1991	1991	800		800					RPP
25.0	FIRE	PUBLIC SAFETY TRUNKING RADIO	1991	1993	2,500		250	1,000	1,250			DEB
26.0	FIRE	COMPUTER AIDED DISPATCH	1991	1993	1,300		100	600	600			RCP
27.0	FIRE	BREATHING APPARATUS CONVERSION	1991	1993	750		250	250	250			RCP
30.0	ENGINEERING	1991 RECONSTRUCTION PROG - LOCAL ROADS & SIDEWALKS	1991	1991	9,400	3,008	6,392					CL
35.0	ENGINEERING	1991 CITY'S SHARE OF SERVICES - UNSUBDIVIDED LAND	1991	1991	1,000		1,000					RSTUL
40.0	ENGINEERING	1991 CATCH BASIN AND DRAIN CONNECTION	1991	1991	160		160					CL
45.0	ENGINEERING	1991 PROGRAM - CITY'S SHARE OF LOCALS- RESIDENTIAL	1991	1991	510	163	347					CL
50.0	ENGINEERING	1991 PROGRAM - CITY'S SHARE OF LOCALS - INDUSTRIAL	1991	1991	210		210					CL
52.0	ENGINEERING	STORM MANAGEMENT PROJECTS	1991	1991	127		127					CL
53.1	ENGINEERING	HYDRO ST LIGHTING CONVERT TO HIGH PRESSURE SODIUM	1991	1991	1,102	402	700					RCP
54.0	PARKING AUTH	KING WILLIAM/MARY CARPARK DECKING-JOINT PROJECT (NOTE 1)	1991	1991	3,500	3,400	100					ROSP
55.0	PARKING AUTH	LAND ACQUISITION - GENERAL	1991	1991	400		400					ROSP
59.5	PARKING AUTH	DEMOLITION AND SITE PREPARATION	1991	1991	275		275					ROSP
60.0	PARKING AUTH	UP GRADING OF EXISTING PARKING FACILITIES	1991	1991	100		100					ROSP
65.0	PARKING AUTH	STUDY & DESIGN- EXISTING & FUTURE PARKING PROJECTS	1991	1991	50		50					ROSP
67.0	PARKING AUTH	UNDERGROUND PARKING DECK - BOARD OF EDUCATION (NOTE 1)	1991	1991	8,800	8,800						ROSP
73.0	PUBLIC WORKS	FORMER LAX PROPERTY - INDUSTRIAL WASTE CLEAN-UP (NOTE 1)	1991	1991	10,000	10,000						DEB
74.0	PUBLIC WORKS	NEW EQUIPMENT - ONE SANDER WING PLOW UNIT	1991	1991	90		90					RCP
77.0	PUBLIC WORKS	NEW EQUIPMENT - STREET SWEEPERS	1991	1991	130		130					RCP
83.0	PUBLIC WORKS	NEW EQUIPMENT -SELF MOUNTED & POWER ROAD DIRECTION	1991	1991	50		50					RCP

THE CORPORATION OF THE CITY OF HAMILTON

EXHIBIT "B"

1991–1995 PROVISIONAL CAPITAL BUDGET PROGRAM
PROJECTS BY DEPARTMENTAL ORDER WITH 1991 START YEAR AS APPROVED BY CITY COUNCIL ON JANUARY 29, 1991
(000'S)

PROJ NO. (1)	DEPARTMENT (2)	PROJECT DESCRIPTION (3)	PROJECT START (4)	PROJECT FINISH (5)	GROSS COST (6)	RECEIPTS SUBSIDY (7)	** NET FINANCING ** 1991 (8)	1992 (9)	1993 (10)	1994 (11)	1995 (12)	NATURE OF FINAN-CING (13)
84.0	PUBLIC WORKS	NEW EQUIPMENT - CONCRETE GRINDER	1991	1991	35		35					RCP
85.0	PUBLIC WORKS	CONCRETE RESOURCE RECOVERY PIT - REAR B A COURT YARD	1991	1991	300		300					RCP
90.0	PUBLIC WORKS	FLEET SERVICES - SHOP EQUIPMENT	1991	1991	39		39					RCP
91.5	PUBLIC WORKS	MAJOR MAINTENANCE - GROUNDS	1991	1991	50		50					RCP
96.0	CUL & REC	DUNDURN CASTLE RESTORATION	1991	1993	600		200	150	250			RCP
97.0	CUL & REC	HUNTINGTON PARK RENOVATION/RETROFIT	1991	1993	3,200		800	1,100	1,300			RCP
98.0	CUL & REC	HAMILTON TENNIS BUILDING REPLACEMENT	1991	1991	300		300					DEB
99.0	CUL & REC	WHITEHERN RESTORATION	1991	1993	500		100	150	250			RCP
104.0	CUL & REC	DUNDURN COCKPIT THEATRE RESTORATION	1991	1993	260		60	100	100			RCP
108.0	CUL & REC	HAMILTON PLAYSTRUCTURE DEVELOPMENT (NOTE 2)	1991	1991	200		200					RCP
115.0	PUBLIC WORKS	PRIORITY PARK LAND ACQUISITION (NOTE 1)	1991	1991	1,500		1,500					RPL
117.0	PUBLIC WORKS	VARIOUS PARKING LOTS - CONSTRUCTION/REPAIRS	1991	1991	114		114					RPL
120.0	PUBLIC WORKS	PARK DEVELOPMENT & REDEVELOPMENT BY PRIORITY	1991	1991	1,214		1,214					RCP
122.0	PUBLIC WORKS	IVOR WYNNE STADIUM RENOVATIONS & REPAIRS	1991	1991	159		159					RPL
127.0	PUBLIC WORKS	IVOR WYNNE STADIUM - REPLACE LIGHTING	1991	1991	52		52					RCP
131.0	PUBLIC WORKS	VICTORIA PARK - FLOODLIGHTING	1991	1991	55		55					RCP
132.0	PUBLIC WORKS	MOHAWK SPORTS PARK FLOODLIGHTING & BLEACHERS-TRACK	1991	1991	470		470					RPL
138.0	PUBLIC WORKS	CHEDOKE GOLF COURSE - REPAIR TO GABION WALL	1991	1992	60		10	50				DEB
139.0	PUBLIC WORKS	GAGE PARK - PATHWAY LIGHTING PHASE III	1991	1991	31		31					RCP
144.5	PUBLIC WORKS	PIER FOUR PARK - HARBOUR FRONT	1991	1991	1,000		1,000					RPL
145.0	HECFI - CORP	AUTOMATED FACILITIES MANAGEMENT SYSTEM	1991	1991	75		75					RPL
148.0	HECFI - CC	REVISIONS, REPLACEMENTS FOR BUILDING & EQUIPMENT	1991	1991	75		75					RCP-H
150.0	HECFI - CUP	CITY HALL - FAN PLENUM RETROFIT	1991	1991	90		90					RCP-H
151.0	HECFI - CUP	HAMILTON CONVENTION CENTRE - LIGHT CONTROL	1991	1991	25		25					RCP-C
152.0	HECFI - CUP	CITY HALL - ADDITIONAL TRANSFORMER	1991	1991	50		50					RCP-C
153.0	HECFI - CUP	CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	1991	1991	70		70					RCP-C
158.0	HECFI - HP	STUDIO THEATRE EQUIPMENT AND CHAIRS	1991	1991	80		80					RCP-C
159.0	HECFI - HP	GREAT HALL SOUND & LIGHTING EQUIPMENT & CHAIRS	1991	1991	83		83					RCP-H
160.0	HECFI - HP	VARIOUS EQUIPMENT & RENOVATIONS	1991	1991	65		65					RCP-H
162.0	LIBRARY	OFFICE AUTOMATION - 1991 PHASE	1991	1991	75		75					RCP-H
												RCP-L

EXHIBIT "B"

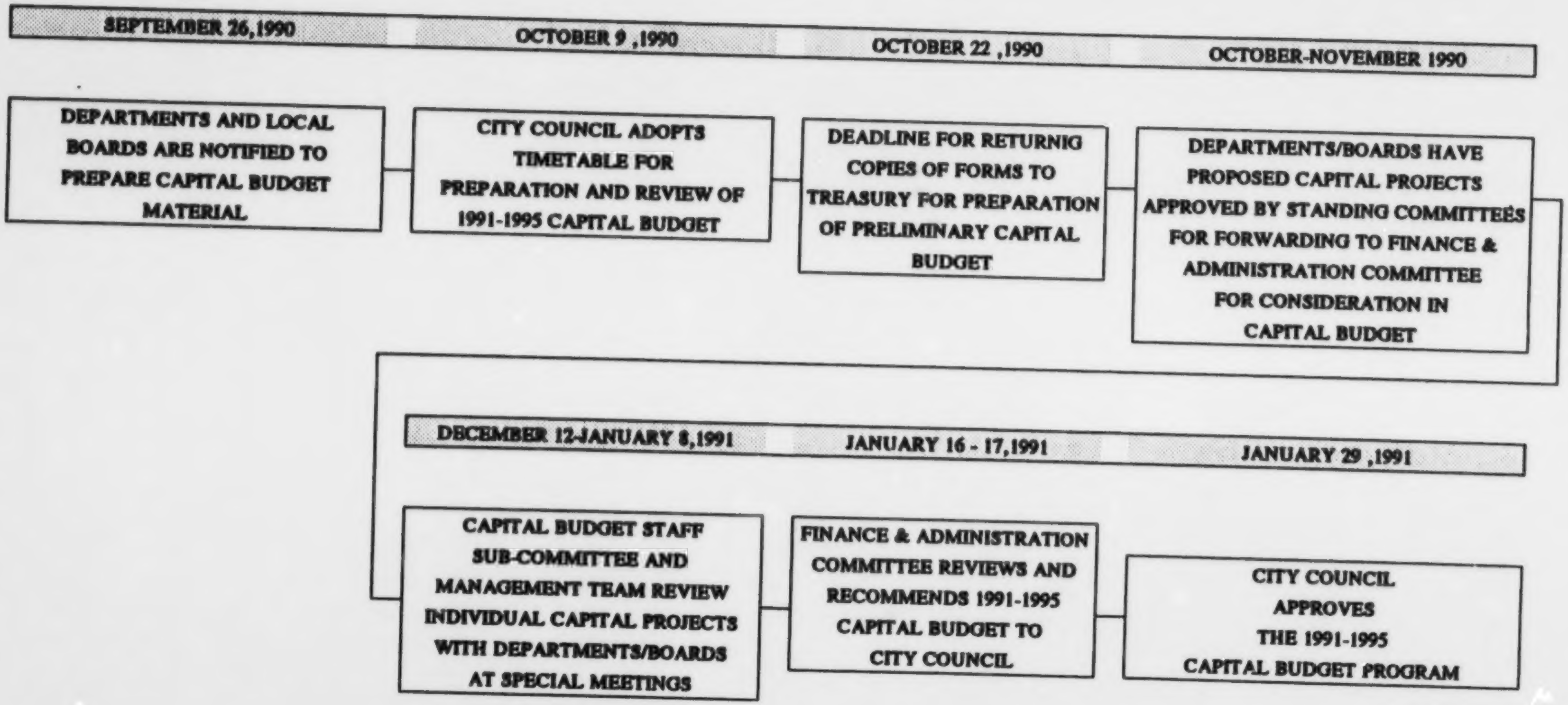
1991-1995 PROVISIONAL CAPITAL BUDGET PROGRAM
PROJECTS BY DEPARTMENTAL ORDER WITH 1991 START YEAR AS APPROVED BY CITY COUNCIL ON JANUARY 29, 1991
(000'S)

PROJ NO. (1)	DEPARTMENT (2)	PROJECT DESCRIPTION (3)	PROJECT START (4)	PROJECT FINISH (5)	GROSS COST (6)	RECEIPTS SUBSIDY (7)	** NET FINANCING ** 1991 (8)	1992 (9)	1993 (10)	1994 (11)	1995 (12)	NATURE OF FINAN-CING (13)
164.0	LIBRARY	AUTOMATION & COLLECTION ACCESS: PHASE III	1991	1991	223		223					RCP-L
174.0	HECFI - HCC	EQUIPMENT AND RENOVATIONS	1991	1991	10		10					RCP-H
177.0	PUBLIC WORKS	CENTRAL/BEASLEY PRIDE HOUSING INTENSIFICATION (NOTE 1)	1991	1994	1,600	800	100	100	200	400		DEB
184.0	TREASURY	GENERAL CONTINGENCY	1991	1991	448		448					RCP
SUB-TOTAL PROJECTS WITH 1991 START		NET CITY COST 1991-1995:			59,660	27,573	23,787	3,700	4,200	400	0	

NOTE (1) THIS ITEM REQUIRES SEPERATE APPROVAL BY THE STANDING COMMITTEE BEFORE COMMENCEMENT

(2) DEPARTMENT HEAD IS REQUIRED TO PROVIDE PRIORITY LISTING FOR APPROVAL TO THE STANDING COMMITTEE BEFORE COMMENCEMENT

1991 CAPITAL BUDGET PROCESS



APPROVAL PROCESS FOR CAPITAL BUDGET AND CAPITAL PROJECTS

C.A.O./ DEPARTMENT HEAD/ LOCAL BOARD MANAGER (1)	STANDING COMMITTEE/ LOCAL BOARD (2)	FINANCE & ADMINISTRATION COMMITTEE (3)	CITY COUNCIL (4)	COUNCIL REGIONAL MUNICIPALITY (5)	ONTARIO MUNICIPAL BOARD (6)
PHASE 1 - Approval of Capital Budget Program					
Sign and Forward Completed Capital Project Request Form	Approve Departmental Capital Budget Submission	Review Projects and Set Priorities Recommend Five Year Capital Budget to City Council	Review Recommendation of Finance & Administration Committee Approve Five Year Capital Budget With Implementation Of Projects With a 1991 Start Date	Approve Resolution For Consent of Issuance of Debentures	Approve Debenture Quota For First Year of Capital Budget Approve Application by City Solicitor and Resolution of Regional Council For Debenture Financing
PHASE 2 - Approval of Individual Capital Budget Projects					
Proceed With The Implementation Of Individual Project With 1991 Start Date Unless The Project Is Not Approved By City Council In Phase 1 Of The Process	Process Those Projects With A 1991 Start Date Which Require Further Consideration Prior To Implementation	Process Projects and Method of Funding to City Council	Approve By-Law On Receipt Of OMB Orders If Financed By Debentures Approve Project And Funding If Not Approved During Phase 1 Of The Process	Approve Resolution For Consent of Issuance of Debenture For Additional Projects	Approve Application by City Solicitor and Resolution of Regional Council For Debenture Financing
Commence Individual Project					

NOTE : The Finance & Administration Committee with the assistance of the C.A.O./Treasurer is responsible for monitoring the progress of all ongoing capital projects.

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
*********** S U M M A R Y *******
(000's)

PROJECT DESCRIPTION	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
GENERAL GOVERNMENT										
HOUSING DEPARTMENT	1,000	1,000								
CITY CLERK'S DEPARTMENT	550				550			50	500	
PROPERTY DEPARTMENT	11,505				11,505	3,950	1,425	1,200	2,200	2,730
TREASURY DEPARTMENT	2,202				2,202	148	100	100	100	1,754
SUB-TOTAL	15,257	1,000		0	14,257	4,098	1,525	1,350	2,800	4,484
PROTECTION TO PERSONS AND PROPERTY										
FIRE DEPARTMENT	12,650			1,200	11,450	1,400	4,950	2,100		3,000
TRANSPORTATION SERVICES										
DEPARTMENT OF ENGINEERING	70,283	19,229			51,054	8,936	6,878	6,995	12,116	16,129
PARKING AUTHORITY	38,045	31,920			6,125	925	3,700	500	500	500
SUB-TOTAL	108,328	51,149			57,179	9,861	10,578	7,495	12,616	16,629
ENVIRONMENTAL SERVICES										
DEPARTMENT OF PUBLIC WORKS	14,033	10,000			4,033	694	25	482	1,594	1,238

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
*********** S U M M A R Y *******
(000's)

PROJECT DESCRIPTION	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	** F I N A N C I N G ** 1991	1992	1993	1994	1995
RECREATION AND CULTURAL SERVICES										
DEPARTMENT OF CULTURE AND RECREATION	17,419			4,239	13,180	1,660	1,920	2,050	2,800	4,750
PUBLIC WORKS - PARKS DIVISION	14,836			0	14,836	4,605	3,815	1,254	2,410	2,752
H.E.C.F.I. - CORPORATE	75			0	75	75				
H.E.C.F.I. - VICTOR K. COPPS COLISEUM	250			0	250	75	75	50	50	
H.E.C.F.I. - HAMILTON PLACE	1,008			0	1,008	228	82	698		
H.E.C.F.I. - HAMILTON CONVENTION CENTRE	200			0	200	10	50	75	40	25
CENTRAL UTILITIES PLANT	1,015			0	1,015	235	170	130	260	220
HAMILTON PUBLIC LIBRARY BOARD	4,065			1,211	2,854	298	232	257	230	1,837
SUB-TOTAL	38,868			5,450	33,418	7,186	6,344	4,514	5,790	9,584
PLANNING AND DEVELOPMENT										
PUBLIC WORKS - COMMUNITY RENEWAL	6,475	2,400		400	3,675	100	100	500	1,346	1,629
CONTINGENCY										
CAPITAL CONTINGENCY	8,448			0	8,448	448	2,000	2,000	2,000	2,000
TOTAL MUNICIPAL GENERAL	204,059	64,549		7,050	132,460	23,787	25,522	18,441	26,146	38,564

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
*********** S U M M A R Y *******
(000's)

PROJECT DESCRIPTION	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
LESS PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS										
CAPITAL LEVY		30,609			30,609	5,970	6,045	6,121	6,198	6,275
RESERVES AND RESERVE FUNDS		57,623			57,623	16,197	12,772	9,120	9,053	10,481
SUB-TOTAL		88,232			88,232	22,167	18,817	15,241	[illegible]	16,756
NET TOTAL MUNICIPAL GENERAL	204,059	152,781		7,050	44,228	1,620	6,705	3,200	10,895	21,808
SELF-SUSTAINING TRANSPORTATION SERVICES										
LOCAL IMPROVEMENTS - OWNER'S SHARE	5,955	1,566			4,389	1,412	1,506	462	489	520
NET TOTAL CAPITAL BUDGET PROGRAM 1991-1995	210,014	154,347		7,050	48,617	3,032	8,211	3,662	11,384	22,328

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	GENERAL GOVERNMENT												
	HOUSING DEPARTMENT												
1 001.0 2 RPP	MUNICIPAL NON-PROFIT (HAMILTON) HOUSING CORPORATION - LAND ACQUISITION	1991	1991	1,000	1,000	R-NPH							
	SUB-TOTAL			1,000	1,000		0	0	0	0	0	0	0
	CITY CLERK'S DEPARTMENT												
1 002.0 2 RCP	OPTICAL SCAN - VOTING SYSTEM	1993	1994	550				550			50	500	
	SUB-TOTAL			550	0		0	550	0	0	50	500	0

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	GENERAL GOVERNMENT												
	PROPERTY DEPARTMENT												
1 007.0 2 RCP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1991	1991	750				750	750				
1 008.0 2 RCP	REPLACEMENT OF POOL FILTRATION SYSTEM – CENTRAL MEMORIAL RECREATION CENTRE	1991	1991	200				200	200				
1 009.0 2 RCP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1992	1995	1,450				1,450		300	350	400	400
1 010.0 2 RCP	REPLACEMENT OF POOL FILTRATION SYSTEM JIMMY THOMPSON POOL	1992	1992	225				225		225			
1 011.0 2 RCP	CONSTRUCTION COST FOR ACCOMMODATION – CITY HALL	1991	1991	100				100	100				
1 012.0 2 RCP	REPLACEMENT OF POOL FILTRATION SYSTEM RYERSON	1993	1993	250				250			250		

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	GENERAL GOVERNMENT												
	PROPERTY DEPARTMENT - continued												
1 013.0 2 DEB	HAMILTON HOUSING – REPLACE HEATING & ELECTRICAL SYSTEM - ADA PRITCHARD APARTMENTS	1995	1995	530				530					530
1 014.0 2 RCP	SECURITY IMPROVEMEN CITY HALL	1991	1991	100				100	100				
1 015.0 2 RPP	LAND ACQUISITION - GENERAL	1991	1993	3,800				3,800	2,600	600	600		
1 015.1 2 DEB	LAND ACQUISITION - GENERAL	1994	1995	3,600				3,600				1,800	1,800
1 016.0 2 RCP	CONSTRUCTION COST FOR ACCOMMODATION - CITY HALL	1992	1992	100				100		100			
1 019.0 2 RCP	OFFICE RENOVATIONS - TREASURY DEPARTMENT	1991	1992	400				400	200	200			
	SUB-TOTAL			11,505	0		0	11,505	3,950	1,425	1,200	2,200	2,730

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	* GENERAL GOVERNMENT												
	TREASURY DEPARTMENT												
1 020.0 2 RCP	CAPITAL OPERATING GRANT - HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS	1991	1995	267				267	48				219
1 021.0 2 DEB	CAPITAL CONSTRUCTION GRANT - HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS	1995	1995	1,435				1,435					1,435
1 022.0 2 RCP	PROVISION FOR CAPITAL GRANTS	1991	1995	500				500	100	100	100	100	100
	SUB-TOTAL			2,202	0		0	2,202	148	100	100	100	1,754
	TOTAL GENERAL GOVERNMENT			15,257	1,000		0	14,257	4,098	1,525	1,350	2,800	4,484

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	PROTECTION TO PERSONS AND PROPERTY												
	FIRE DEPARTMENT												
1 023.0 2 RPP	FIRE STATION - UPPER SHERMAN AND FENNELL - LAND ACQUISITION	1991	1991	800				800	800				
1 024.0 2 DEB	FIRE STATION - UPPER SHERMAN AND FENNELL - CONSTRUCTION	1992	1992	3,100				3,100		3,100			
1 025.0 2 DEB	PUBLIC SAFETY TRUNKING RADIO	1991	1993	2,500				2,500	250	1,000	1,250		
1 026.0 2 RCP	COMPUTER AIDED DISPATCH	1991	1993	1,300				1,300	100	600	600		
1 027.0 2 RCP	BREATHING APPARATUS CONVERSION	1991	1993	750				750	250	250	250		

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	PROTECTION TO PERSONS AND PROPERTY												
	FIRE DEPARTMENT - continued												
1 029.0 2 DEB	FIRE STATION - RAY STREET - CONSTRUCTION	1995	1996	4,200			1,200	3,000					3,000
	SUB-TOTAL			12,650	0		1,200	11,450	1,400	4,950	2,100	0	3,000
	TOTAL PROTECTION TO PERSONS & PROPERTY			12,650	0		1,200	11,450	1,400	4,950	2,100	0	3,000

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING												
1 030.0 2 CL/ RCP	1991 RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS, AND OTHER SIDEWALKS - LOCAL ROADS	1991	1991	9,400	3,008	RS		6,392	6,392				
1 031.0 2 CL	1992 RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS, AND OTHER SIDEWALKS - LOCAL ROADS	1992	1992	7,353	2,353	RS		5,000		5,000			
1 032.0 2 CL	1993 RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS, AND OTHER SIDEWALKS - LOCAL ROADS	1993	1993	7,647	2,447	RS		5,200			5,200		
1 033.0 2 CL/DE	1994 RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS, AND OTHER SIDEWALKS - LOCAL ROADS	1994	1994	14,120	4,518	RS		9,602				9,602	

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	** FINANCING ** 1991	1992	1993	1994	1995
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING - continued												
1 034.0 2 CL/ DEB	1995 RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS, AND OTHER SIDEWALKS - LOCAL ROADS	1995	1995	17,264	5,525	RS		11,739					11,739
1 035.0 2 RSTUL	1991 CITY'S SHARE OF SERVICES-ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1991	1991	1,000				1,000	1,000				
1 036.0 2 RCP	1992 CITY'S SHARE OF SERVICES-ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1992	1992	1,100				1,100		1,100			
1 037.0 2 RCP	1993 CITY'S SHARE OF SERVICES-ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1993	1993	1,200				1,200			1,200		

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING - continued												
1 038.0 2 RCP	1994 CITY'S SHARE OF SERVICES-ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1994	1994	1,869				1,869				1,869	
1 039.0 2 RCP	1995 CITY'S SHARE OF SERVICES-ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1995	1995	3,703				3,703					3,703
1 40.0 2 CL	1991 CATCH BASIN AND DRAIN CONNECTION	1991	1991	160				160	160				
1 41.0 2 CL	1992 CATCH BASIN AND DRAIN CONNECTION	1992	1992	170				170		170			
1 042.0 2 CL	1993 CATCH BASIN AND DRAIN CONNECTION	1993	1993	180				180			180		
1 043.0 2 CL	1994 CATCH BASIN AND DRAIN CONNECTION	1994	1994	195				195				195	

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING – continued												
1 044.0 2 CL	1995 CATCH BASIN AND DRAIN CONNECTION	1995	1995	207				207					207
1 045.0 2 CL	1991 PROGRAM–CITY'S SHARE OF LOCALS – RESIDENTIAL	1991	1991	510	163	RS		347	347				
1 046.0 2 CL	1992 PROGRAM–CITY'S SHARE OF LOCALS – RESIDENTIAL	1992	1992	571	183	RS		388		388			
1 047.0 2 CL	1993 PROGRAM–CITY'S SHARE OF LOCALS – RESIDENTIAL	1993	1993	610	195	RS		415			415		
1 048.0 2 CL	1994 PROGRAM–CITY'S SHARE OF LOCALS – RESIDENTIAL	1994	1994	660	210	RS		450				450	
1 049.0 2 CL	1995 PROGRAM–CITY'S SHARE OF LOCALS – RESIDENTIAL	1995	1995	705	225	RS		480					480

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING - continued												
1 050.0 2 CL	1991 PROGRAM-CITY'S SHARE OF LOCALS - INDUSTRIAL	1991	1991	210				210	210				
1 051.0 2 CL	1992 PROGRAM-CITY'S SHARE OF LOCALS - INDUSTRIAL	1992	1992	220				220		220			
1 052.0 2 CL	STORM MANAGEMENT PROJECTS	1991	1991	127				127	127				
1 053.1 2 RCP	STREET LIGHTING PROGRAM - HIGH PRESSURE SODIUM LUMINAIRE CONVERSION	1991	1991	1,102	128 274	CF ONT HYD		700	700				
	SUB-TOTAL			70,283	19,229		0	51,054	8,936	6,878	6,995	12,116	16,129

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	TRANSPORTATION SERVICES												
	PARKING AUTHORITY												
1 054.0 2 ROSP	KING WILLIAM/MARY CARPARK DECKING - JOINT PROJECT (ANNUAL OPERATING COST - $100,000)	1991	1991	3,500	3,400	OR		100	100				
1 055.0 2 ROSP	LAND ACQUISITION - GENERAL	1991	1991	400				400	400				
1 056.0 2 ROSP	LAND ACQUISITION - GENERAL	1992	1992	400				400		400			
1 057.0 2 ROSP	LAND ACQUISITION - GENERAL	1993	1993	400				400			400		
1 058.0 2 ROSP	LAND ACQUISITION - GENERAL	1994	1994	400				400				400	
1 059.0 2 ROSP	LAND ACQUISITION - GENERAL	1995	1995	400				400					400
1 059.5 2 ROSP	DEMOLITION AND SITE PREPARATION	1991	1991	275				275	275				

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	TRANSPORTATION SERVICES												
	PARKING AUTHORITY - continued												
1 060.0 2 ROSP	UP GRADING OF EXISTING PARKING FACILITIES	1991	1991	100				100	100				
1 061.0 2 ROSP	UP GRADING OF EXISTING PARKING FACILITIES	1992	1992	100				100		100			
1 062.0 2 ROSP	UP GRADING OF EXISTING PARKING FACILITIES	1993	1993	100				100			100		
1 063.0 2 ROSP	UP GRADING OF EXISTING PARKING FACILITIES	1994	1994	100				100				100	
1 064.0 2 ROSP	UP GRADING OF EXISTING PARKING FACILITIES	1995	1995	100				100					100
1 065.0 2 ROSP	STUDY & DESIGN - EXISTING & FUTURE PARKING PROJECTS	1991	1991	50				50	50				

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	TRANSPORTATION SERVICES												
	PARKING AUTHORITY – continued												
1 066.0 2 ROSP	STUDY & DESIGN – EXISTING & FUTURE PARKING PROJECTS	1992	1992	100				100		100			
1 067.0 2 ROSP	UNDERGROUND PARKING DECK – BOARD OF EDUCATION (ANNUAL OPERATING COST – $260,000)	1991	1991	8,800	8,800	UF							
1 068.0 2 ROSP	PARKING DECK – GO TERMINUS (ANNUAL OPERATING COST – $120,000)	1992	1992	3,000				3,000		3,000			
1 069.0 2 ROSP	MAIN/FERGUSON CARPARK DECKING – JOINT PROJECT (ANNUAL OPERATING COST – $100,000)	1992	1992	3,600	3,500	OR		100		100			

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	TRANSPORTATION SERVICES												
	PARKING AUTHORITY - continued												
1 070.0 2 ROSP	CITY HALL CAR PARK DECK (ANNUAL OPERATING COST - $240,000)	1992	1992	8,220	8,220	UF							
1 071.0 2 ROSP	PARKING STRUCTURE - SOUTHEAST QUADRANT (ANNUAL OPERATING COST - $450,000)	1993	1993	8,000	8,000	UF							
	SUB-TOTAL			38,045	31,920		0	6,125	925	3,700	500	500	500
	TOTAL TRANSPORTATION SERVICES			108,328	51,149		0	57,179	9,861	10,578	7,495	12,616	16,629

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	ENVIRONMENTAL SERVICES												
	DEPARTMENT OF PUBLIC WORKS												
1 073.0 2 DEB	FORMER LAX PROPERTY - INDUSTRIAL WASTE CLEAN-UP	1991	1991	10,000	10,000	P							
1 074.0 2 RCP	NEW EQUIPMENT - ONE SANDER WING PLOW UNIT	1991	1991	90				90	90				
1 075.0 2 RCP	NEW EQUIPMENT - ONE SANDER WING PLOW UNIT	1994	1994	102				102				102	
1 077.0 2 RCP	NEW EQUIPMENT - STREET SWEEPERS (ANNUAL OPERATING COST - $80,000)	1991	1991	130				130	130				
1 078.0 2 RCP	NEW EQUIPMENT - STREET SWEEPERS (ANNUAL OPERATING COST - $91,000)	1994	1994	148				148				148	

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	ENVIRONMENTAL SERVICES												
	DEPARTMENT OF PUBLIC WORKS – continued												
1 079.0 2 RCP	NEW EQUIPMENT–25 YD. HIGH DENSITY REFUSE PACKER (ANNUAL OPERATING COST – $210,000)	1993	1993	95				95			95		
1 081.0 2 DEB	NEW EQUIPMENT – SNOW BLOWERS – MOUNTED	1994	1994	750				750				750	
1 082.0 2 RCP	NEW EQUIPMENT – VACALL (FOR CATCH BASIN CLEANING) (ANNUAL OPERATING COST – $101,000)	1993	1993	205				205			205		
1 083.0 2 RCP	NEW EQUIPMENT – SELF MOUNTED & POWERED ROAD DIRECTION (ANNUAL OPERATING COST – $10,000)	1991	1991	50				50	50				

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	ENVIRONMENTAL SERVICES												
	DEPARTMENT OF PUBLIC WORKS – continued												
1 084.0 2 RCP	NEW EQUIPMENT – CONCRETE GRINDER	1991	1992	60				60	35	25			
1 085.0 2 RCP	CONCRETE RESOURCE RECOVERY PIT – REAR OF B.A. COURT YARD	1991	1991	300				300	300				
1 087.0 2 DEB	BRAMPTON YARD – NEW GARAGE FACILITY	1994	1995	1,030				1,030				500	530
1 088.0 2 DEB	QUEEN STREET STEPS	1995	1995	400				400					400
1 089.0 2 RCP	UPGRADING MAIN-TENANCE DEPOTS	1993	1994	100				100			50	50	
1 090.0 2 RCP	FLEET SERVICES – SHOP EQUIPMENT	1991	1995	112				112	39			44	29
1 091.0 2 RCP	FLEET SERVICES REPAIR EQUIPMENT & STORAGE BUILDING	1993	1995	211				211			132		79

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	ENVIRONMENTAL SERVICES												
	DEPARTMENT OF PUBLIC WORKS - continued												
1 091.5 2 RCP	MAJOR MAINTENANCE - GROUNDS	1991	1995	250				250	50				200
	SUB-TOTAL			14,033	10,000		0	4,033	694	25	482	1,594	1,238
	TOTAL ENVIRONMENTAL SERVICES			14,033	10,000		0	4,033	694	25	482	1,594	1,238

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	DEPARTMENT OF CULTURE AND RECREATION												
1 096.0 2 RCP	DUNDURN CASTLE RESTORATION	1991	1993	600				600	200	150	250		
1 097.0 2 DEB	HUNTINGTON PARK RENOVATION/RETROFIT (ANNUAL OPERATING COST - $200,000)	1991	1993	3,200				3,200	800	1,100	1,300		
1 098.0 2 RCP	HAMILTON TENNIS BUILDING REPLACEMENT AT H.A.A.A. GROUNDS (ANNUAL OPERATING COST - $20,000)	1991	1991	300				300	300				
1 099.0 2 RCP	WHITEHERN RESTORATION	1991	1993	500				500	100	150	250		
1 100.0 2 DEB	WHITEHERN RENO-VATION & STABLE CONVERSION	1994	1994	250				250				250	
1 101.0 2 DEB	STEAM MUSEUM PUMPHOUSE RESTORATION	1994	1995	500				500				200	300

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	DEPARTMENT OF CULTURE AND RECREATION - continued												
1 104.0 2 RCP	DUNDURN COCKPIT THEATRE RESTORATION	1991	1993	260				260	60	100	100		
1 106.0 2 DEB	CHILDREN'S MUSEUM REDEVELOPMENT (ANNUAL OPERATING COST - $80,000)	1995	1996	3,239			1,239	2,000					2,000
1 107.0 2 DEB	RIVERDALE RECREATION CENTRE (ANNUAL OPERATING COST - $300,000)	1994	1996	6,600			3,000	3,600				1,600	2,000
1 108.0 2 RPL	HAMILTON PLAYSTRUCTURE DEVELOPMENT (ANNUAL OPERATING COST - $30,000)	1991	1995	1,000				1,000	200	150	150	250	250
1 111.0 2 RCP	BENNETTO RECREATION CENTRE - PARKING LOT (ANNUAL OPERATING COST - $1,000)	1995	1995	100				100					100

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	- RECREATION & CULTURAL SERVICES												
	DEPARTMENT OF CULTURE AND RECREATION - continued												
1 112.0 2 RCP	WADING POOL CONVERSIONS	1994	1995	200				200				100	100
1 113.0 2 DEB	RYERSON THERAPEUTIC HOT POOL (ANNUAL OPERATING COST - $20,000)	1994	1994	400				400				400	
1 114.0 2 RCP	CHEDOKE POOL - WASHROOMS (ANNUAL OPERATING COST - $4,000)	1992	1992	270				270		270			
	SUB-TOTAL			17,419	0		4,239	13,180	1,660	1,920	2,050	2,800	4,750

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	RECREATION & CULTURAL SERVICES												
	PUBLIC WORKS – PARKS DIVISION												
1 115.0 2 RPL	PRIORITY PARK LAND ACQUISITION	1991	1992	3,000				3,000	1,500	1,500			
1 117.0 2 RCP	CONSTRUCTION AND REPAIR OF PARKING LOTS/PATHWAYS IN VARIOUS PARK LOCATIONS	1991	1991	114				114	114				
1 118.0 2 RCP	CONSTRUCTION AND REPAIR OF PARKING LOTS/PATHWAYS IN VARIOUS PARK LOCATIONS	1995	1995	170				170					170
1 119.0 2 RCP	CONSTRUCTION AND REPAIR OF PARKING LOTS/PATHWAYS IN VARIOUS PARK LOCATIONS	1994	1994	170				170				170	
1 120.0 2 RPL	PARK DEVELOPMENT & REDEVELOPMENT BY PRIORITY (ANNUAL OPERATING COST – $36,000)	1991	1991	1,214				1,214	1,214				

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	PUBLIC WORKS – PARKS DIVISION – continued												
1 121.0 2 RPL	PARK DEVELOPMENT & REDEVELOPMENT BY PRIORITY (ANNUAL OPERATING COST – $40,000)	1992	1995	4,800				4,800		500	500	1,900	1,900
1 122.0 2 RCP	IVOR WYNNE STADIUM – RENOVATIONS & REPAIRS	1991	1991	159				159	159				
1 123.0 2 RCP	IVOR WYNNE STADIUM – RENOVATIONS & REPAIRS	1992	1992	166				166		166			
1 124.0 2 RCP	IVOR WYNNE STADIUM – RENOVATIONS & REPAIRS	1993	1993	90				90			90		
1 125.0 2 RCP	IVOR WYNNE STADIUM – RENOVATIONS & REPAIRS	1994	1994	250				250				250	
1 126.0 2 RCP	IVOR WYNNE STADIUM – RENOVATIONS & REPAIRS	1995	1995	150				150					150
1 127.0 2 RCP	IVOR WYNNE STADIUM – REPLACE LIGHTING	1991	1991	52				52	52				

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	RECREATION & CULTURAL SERVICES												
	PUBLIC WORKS - PARKS DIVISION - continued												
1 128.0 2 DEB	IVOR WYNNE STADIUM - ARTIFICIAL TURF REPLACEMENT	1992	1992	1,405				1,405		1,405			
1 131.0 2 RPL	VICTORIA PARK - FLOODLIGHTING (ANNUAL OPERATING COST - $3,000)	1991	1991	55				55	55				
1 132.0 2 DEB	MOHAWK SPORTS PARK - FLOODLIGHTING & BLEACHERS-TRACK (ANNUAL OPERATING COST - $3,000)	1991	1991	470				470	470				
1 133.0 2 DEB	MOHAWK SPORTS PARK - UPGRADING (ANNUAL OPERATING COST - $3,000)	1995	1995	130				130					130

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	RECREATION & CULTURAL SERVICES												
	PUBLIC WORKS – PARKS DIVISION – continued												
1 134.0 2 DEB	MOHAWK SPORTS PARK – UPGRADING (ANNUAL OPERATING COST – $6,000)	1995	1995	242				242					242
1 135.0 2 DEB	MOHAWK SPORTS PARK – PARKING LOTS	1993	1993	250				250			250		
1 136.0 2 RCP	KINGS' FOREST GOLF COURSE IMPROVEMENTS – IRRIGATION	1992	1994	250				250		80	80	90	
1 138.0 2 RCP	CHEDOKE GOLF COURSE – REPAIR TO GABION WALL	1991	1992	60				60	10	50			
1 139. 2 RPL	GAGE PARK – PATHWAY LIGHTING PHASE III (ANNUAL OPERATING COST – $1,000)	1991	1991	31				31	31				

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	PUBLIC WORKS - PARKS DIVISION - continued												
1 140.0 2 RPL	GAGE PARK - RECONSTRUCTION OF CARPET BEDS	1995	1995	60				60					60
1 142.0 2 RCP	BRIAN TIMMIS STADIUM UTILITY BUILDING CONSTRUCTION (ANNUAL OPERATING COST - $7,000)	1993	1993	334				334			334		
1 143.0 2 RPL	EASTWOOD PARK - BALL DIAMOND FLOODLIGHTING/FENCING (ANNUAL OPERATING COST - $3,000)	1992	1992	114				114		114			
1 144.0 2 RCP	SACKVILLE HILL - UPGRADING TRACK	1995	1995	100				100					100

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
*	RECREATION & CULTURAL SERVICES												
	PUBLIC WORKS - PARKS DIVISION - continued												
1 144.5 2 RCP-H	PIER FOUR PARK - HARBOUR FRONT (ANNUAL OPERATING COST - $40,000)	1991	1991	1,000				1,000	1,000				
	SUB-TOTAL			14,836	0		0	14,836	4,605	3,815	1,254	2,410	2,752

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	H.E.C.F.I. - CORPORATE												
1 145.0 2 RCP-H	AUTOMATED FACILITY MANAGEMENT SYSTEM (ANNUAL OPERATING COST - $50,000)	1991	1991	75				75	75				
	SUB-TOTAL			75	0		0	75	75	0	0	0	0
	H.E.C.F.I. - COPPS COLISEUM												
1 148.0 2 RCP-H	VARIOUS CAPITAL REVISIONS/REPLACEMENTS FOR BUILDING & EQUIPMENT	1991	1994	250				250	75	75	50	50	
	SUB-TOTAL			250	0		0	250	75	75	50	50	0

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	H.E.C.F.I. - HAMILTON PLACE												
1 158.0 2 RCP-H	STUDIO THEATRE EQUIPMENT AND CHAIRS	1991	1993	250				250	80	32	138		
1 159.0 2 RCP-H	GREAT HALL SOUND & LIGHTING EQUIPMENT & CHAIRS (MECHANICAL)	1991	1993	583				583	83		500		
1 160.0 2 RCP-H	VARIOUS EQUIPMENT AND RENOVATIONS	1991	1993	175				175	65	50	60		
	SUB-TOTAL			1,008	0		0	1,008	228	82	698	0	0
	H.E.C.F.I. - HAMILTON CONVENTION CENTRE												
1 174.0 2 RCP-H	EQUIPMENT & RENOVATIONS	1991	1995	200				200	10	50	75	40	25
	SUB-TOTAL			200	0		0	200	10	50	75	40	25
	H.E.C.F.I. SUB-TOTAL			1,533	0		0	1,533	388	207	823	90	25

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	RECREATION & CULTURAL SERVICES												
	CENTRAL UTILITIES PLANT												
1 150.0 2 RCP	CITY HALL – FAN PLENUM RETROFIT	1991	1993	150				150	90		60		
1 151.0 2 RCP	HAMILTON CONVENTION CENTRE – LIGHTING CONTROL	1991	1991	25				25	25				
1 152.0 2 RCP	CITY HALL – ADDITIONAL TRANSFORMER	1991	1991	50				50	50				
1 153.0 2 RCP	VARIOUS CAPITAL REPLACEMENTS/REVISIONS; AND NEW EQUIPMENT	1991	1995	350				350	70	70	70	70	70
1 154.0 2 RCP	COPPS COLISEUM – STEAM TO HOT WATER CONVERSION	1994	1994	190				190				190	
1 155.0 2 RCP	CITY HALL – PROVISION OF STAND ALONE BOILERS FOR HOT WATER GENERATION (ANNUAL OPERATING COST – $8,000)	1992	1992	100				100		100			

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	CENTRAL UTILITIES PLANT – continued												
1 156.0 2 RCP	BUILDING AUTOMATION SYSTEM UPGRADE (ANNUAL OPERATING COST – $10,000)	1995	1995	150				150					150
	SUB-TOTAL			1,015	0		0	1,015	235	170	130	260	220

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	RECREATION & CULTURAL SERVICES												
	HAMILTON PUBLIC LIBRARY BOARD												
1 162.0 2 RCP-L	OFFICE AUTOMATION - 1991 PHASE (ANNUAL OPERATING COST - $6,000)	1991	1991	75				75	75				
1 163.0 2 RCP-L	OFFICE AUTOMATION - 1992 PHASE (ANNUAL OPERATING COST - $6,000)	1992	1992	81				81		81			
1 164.0 2 RCP-L	AUTOMATION & COLLECTION ACCESS - PHASE III (ANNUAL OPERATING COST - $25,000)	1991	1991	223				223	223				
1 165.0 2 RCP-L	AUTOMATION & COLLECTION ACCESS - PHASE IV (ANNUAL OPERATING COST - $23,000)	1992	1992	151				151		151			

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	HAMILTON PUBLIC LIBRARY BOARD – continued												
1 166.0 2 RCP-L	AUTOMATION & COLLECTION ACCESS – PHASE V (ANNUAL OPERATING COST – $12,000)	1993	1993	157				157			157		
1 167.0 2 RCP-L	AUTOMATION & COLLECTION ACCESS – PHASE VI (ANNUAL OPERATING COST – $13,000)	1994	1994	230				230				230	
1 168.0 2 RCP-L	AUTOMATION & COLLECTION ACCESS – PHASE VII (ANNUAL OPERATING COST – $14,000)	1995	1995	176				176					176
1 170.0 2 RPP	CONCESSION LIBRARY – EXPANSION – LAND ACQUISITION	1993	1993	100				100			100		

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	RECREATION & CULTURAL SERVICES												
	HAMILTON PUBLIC LIBRARY BOARD - continued												
1 170.1 2 DEB	CONCESSION LIBRARY - EXPANSION - CONSTRUCTION (ANNUAL OPERATING COST - $34,000)	1995	1995	1,390				1,390					1,390
1 172.0 2 DEB	COLLECTION DEVELOPMENT	1995	1999	1,482			1,211	271					271
	SUB-TOTAL			4,065	0		1,211	2,854	298	232	257	230	1,837
	TOTAL RECREATION & CULTURAL SERVICES			38,868	0		5,450	33,418	7,186	6,344	4,514	5,790	9,584

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	· PLANNING AND DEVELOPMENT												
	PUBLIC WORKS - COMMUNITY RENEWAL												
1 175.0 2 RCP	FERGUSON AVENUE REVITALIZATION - CONSULTANT	1993	1993	100				100			100		
1 176.0 2 DEB	FERGUSON AVENUE REVITALIZATION - IMPLEMENTATION (ANNUAL OPERATING COST - $10,000)	1994	1995	1,575				1,575				446	1,129
1 177.0 2 DEB	CENTRAL/BEASLEY PRIDE, HOUSING INTENSIFICATION PROGRAM (ANNUAL OPERATING COST - $35,000)	1991	1994	1,600	800	P		800	100	100	200	400	
1 178.0 2 DEB	CROWN POINT EAST/MCANULTY PRIDE PROGRAM; PHASE I (ANNUAL OPERATING COST - $25,000)	1993	1994	800	400			400			100	300	

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	PLANNING AND DEVELOPMENT												
	PUBLIC WORKS - COMMUNITY RENEWAL - continued												
1 179.0 2 DEB	CROWN POINT EAST/MCANULTY PRIDE PROGRAM; PHASE II (ANNUAL OPERATING COST - $25,000)	1993	1995	800	400			400			100	100	200
1 181.0 2 DEB	HAMILTON BEACH PRIDE PROGRAM (ANNUAL OPERATING COST - $27,000)	1994	1996	800	400		100	300				100	200
1 182.0 2 DEB	STIPELEY SOUTH NEIGHBOURHOOD PRIDE PROGRAMME (ANNUAL OPERATING COST - $27,000)	1995	1998	800	400		300	100					100
	SUB-TOTAL			6,475	2,400		400	3,675	100	100	500	1,346	1,629
	TOTAL PLANNING AND DEVELOPMENT			6,475	2,400		400	3,675	100	100	500	1,346	1,629

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	CAPITAL CONTINGENCY												
1 184.0 2 RCP	1991 – 1995 CAPITAL CONTINGENCY	1991	1995	7,855				7,855	448	1,733	1,674	2,000	2,000
1 184.1 2 CL	1991 – 1995 CAPITAL CONTINGENCY	1991	1995	593				593		267	326		
	SUB-TOTAL			8,448	0		0	8,448	448	2,000	2,000	2,000	2,000
	TOTAL MUNICIPAL GENERAL			204,059	64,549		7,050	132,460	23,787	25,522	18,441	26,146	38,564

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 – 1995	**FINANCING** 1991	1992	1993	1994	1995
	PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS												
	CAPITAL LEVY												
1 22002 2 CL	CAPITAL LEVY	1991	1995		30,609	CL		30,609	5,970	6,045	6,121	6,198	6,275
	SUB-TOTAL				30,609		0	30,609	5,970	6,045	6,121	6,198	6,275
	RESERVES AND RESERVE FUNDS												
1 CH102 2 RPP	RESERVE FOR PROPERTY PURCHASE	1991	1993		4,700	RPP		4,700	3,400	600	700		
1 CH203 2 RCP	RESERVE FOR CAPITAL PROJECTS – GENERAL	1991	1995		30,883	RCP		30,883	5,951	5,599	6,160	5,823	7,350
1 CH107 2 RSTUL	RESERVE –CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LAND	1991	1995		1,000	RSTUL		1,000	1,000				
1 CH202 2 ROSP	RESERVE FOR OFF – STREET PARKING	1991	1995		6,125	ROSP		6,125	925	3,700	500	500	500

CAPITAL BUDGET PROGRAM 1991 - 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS												
	RESERVES AND RESERVE FUNDS - continued												
1 CH201 2 RPL	RESERVE FOR PARKS LAND - 5% LAND DEDICATION	1991	1995		11,274	RPL		11,274	4,000	2,264	650	2,150	2,210
1 CH204 2 RCP-L	RESERVE FOR CAPITAL PROJECTS - LIBRARY	1991	1995		1,093	RCP-L		1,093	298	232	157	230	176
1 CH206 2 RCP-H	RESERVE FOR CAPITAL PROJECTS - H.E.C.F.I.	1991	1995		1,533	RCP-H		1,533	388	207	823	90	25
1 CH104 2 RCP-C	RESERVE FOR CAPITAL PROJECTS - C.U.P.	1990	1994		1,015	RCP-C		1,015	235	170	130	260	220
	SUB-TOTAL			0	57,623		0	57,623	16,197	12,772	9,120	9,053	10,481
	TOTAL PROCEEDS FROM CAPITAL LEVY & RESERVES			0	88,232		0	88,232	22,167	18,817	15,241	15,251	16,756
	TOTAL MUNICIPAL GENERAL			204,059	64,549		7,050	132,460	23,787	25,522	18,441	26,146	38,564
	LESS PROCEEDS FROM CAPITAL LEVY & RESERVES			0	88,232		0	88,232	22,167	18,817	15,241	15,251	16,756
	NET TOTAL MUNICIPAL GENERAL			204,059	152,781		7,050	44,228	1,620	6,705	3,200	10,895	21,808

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	**FINANCING** 1991	1992	1993	1994	1995
	SELF-SUSTAINING TRANSPORTATION SERVICES												
	LOCAL IMPROVEMENTS-OWNERS' SHARE												
1 188.1 2 DEB	OWNERS'SHARE OF ALL LOCALS - RESIDENTIAL	1991	1991	687	55 220	COM RS		412	412				
1 188.2 2 DEB	OWNERS'SHARE OF ALL LOCALS - RESIDENTIAL	1992	1992	731	61 234	COM RS		436		436			
1 188.3 2 DEB	OWNERS'SHARE OF ALL LOCALS - RESIDENTIAL	1993	1993	775	65 248	COM RS		462			462		
1 188.4 2 DEB	OWNERS'SHARE OF ALL LOCALS - RESIDENTIAL	1994	1994	820	68 263	COM RS		489				489	
1 188.5 2 DEB	OWNERS'SHARE OF ALL LOCALS - RESIDENTIAL	1995	1995	872	73 279	COM RS		520					520

CAPITAL BUDGET PROGRAM 1991 – 1995
ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 1996 & AFTER	REQUIRED 1991 - 1995	FINANCING 1991	FINANCING 1992	FINANCING 1993	FINANCING 1994	FINANCING 1995
	SELF-SUSTAINING TRANSPORTATION SERVICES												
	LOCAL IMPROVEMENTS- OWNERS' SHARE – continued												
1 188.6 2 DEB	OWNERS'SHARE OF ALL LOCALS - INDUSTRIAL	1991	1991	1,000				1,000	1,000				
1 188.7 2 DEB	OWNERS'SHARE OF ALL LOCALS - INDUSTRIAL	1992	1992	1,070				1,070		1,070			
	SUB-TOTAL			5,955	1,566		0	4,389	1,412	1,506	462	489	520
	TOTAL SELF-SUSTAINING SERVICES			5,955	1,566		0	4,389	1,412	1,506	462	489	520
	NET TOTAL CAPITAL BUDGET PROGRAM 1991-1995			210,014	154,347		7,050	48,617	3,032	8,211	3,662	11,384	22,328

STATISTICAL INFORMATION

PERMANENT STAFF COMPLEMENT BY DEPARTMENT

DEPARTMENT	1989	1990	1991
Legislative			
City Clerk	12.0	13.0	12.0
Chief Administrative Office	57.0	58.0	57.0
Fire	2.0	2.0	2.0
Human Resource Centre	466.0	479.0	503.0
Property:			
Real Estate Division			
Building Operations & Maintenance Division	14.0	16.0	14.0
Architect Division	77.0	75.0	78.0
Law	8.0	6.0	5.0
Treasury:	25.0	25.0	26.0
Finance Division			
Purchasing Division	59.0	62.0	62.0
City Garage Division	14.0	14.0	14.0
Hamilton Public Library	6.0	6.0	5.0
Parking Authority	242.0	239.0	238.0
Hamilton Entertainment & Convention Facilities, Inc.	17.0	17.0	17.0
Central Utilities Plant	81.0	80.0	78.0
Cemeteries Division	25	24	25.0
Parks Division	49.0	50.0	47.0
Recreation & Culture	22.0	21.5	22.5
Building	162.0	171.0	152.0
Traffic	90.0	86.5	83.5
Streets & Sanitation Division	110.0	317.0	321.0
Fleet Services	480.0	478.0	502.0
Information Systems	42	42	42.0
Other	46.0	46.0	46.0
	2.0	-	-
Total Employee Count	2108.0	2328.0	2352.0

COMPARISON OF COMPONENTS AND TOTAL RESIDENTIAL MILL RATES AND RESIDENTIAL REALTY TAXES,WATER RATES AND SEWER SURCHARGE ON AN ASSESSMENT OF $5,000

(for the years 1987 to 1991 inclusive)

Description	Mill Rates					Increase (Decrease) 1990 to 1991	
	1987	1988	1989	1990	1991	Mills/$	%
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Residential							
City	83.9779	87.7568	92.2114	96.7685	98.6655	1.8970	1.96%
Region	69.3371	73.3187	82.9278	92.1727	99.6322	7.4595	8.09%
Sub Total	153.3150	161.0755	175.1392	188.9412	198.2977	9.3565	4.95%
Education	128.3670	138.1575	148.9362	175.8888	177.7870	1.8982	1.08%
Total Residential Mill Rates	281.6820	299.2330	324.0754	364.8300	376.0847	11.2547	3.08%
Realty Taxes,Water Rates,and Sewer Surcharge Based on an Assessment of $5,000							
City Realty Taxes	$419.89	$438.78	$461.06	$483.84	$493.33	$9.49	1.96%
Region - Realty Taxes	$346.69	$366.59	$414.64	$460.86	$498.16	$37.30	8.09%
- Water	$81.06	$82.68	$87.48	$89.66	$98.05	$8.39	9.36%
- Sewer Surcharge	$92.41	$94.26	$101.48	$99.52	$97.07	($2.45)	-2.46%
	$520.16	$543.53	$603.60	$650.04	$693.28	$43.24	6.65%
Total City and Region	$940.05	$982.31	$1,064.66	$1,133.88	$1,186.61	$52.73	4.65%
Education Realty Taxes	$641.83	$690.79	$744.68	$879.44	$888.93	$9.49	1.08%
Total Amount Payable	$1,581.88	$1,673.10	$1,809.34	$2,013.32	$2,075.54	$62.22	3.09%

COMPARISON OF TAXABLE ASSESSMENT AND POPULATION, 1982 TO 1991 ALONG WITH AMOUNTS AND PERCENTAGE ADJUSTMENTS, YEAR BY YEAR, FOR THE CITY OF HAMILTON
($ 000'S)

	1991 Unrevised Estimate (1)	1990 Unrevised Estimate (2)	Actual 1990 (3)	1989 (4)	1988 (5)	1987 (6)	1986 (7)	1985 (8)	1984 (9)	1983 (10)	1982 (11)
Assessment											
Residential	573,376	560,844	560,782	546,987	530,523	518,096	511,211	505,307	503,788	494,250	488,284
Non-Residential	427,233	422,154	421,828	417,061	403,941	399,690	394,255	391,616	384,793	379,526	384,281
(1)	1,000,609	982,998	982,610	964,048	934,464	917,786	905,466	896,923	888,581	873,776	872,565
Per Capita	3,258	3,200	3,199	3,139	3,042	2,983	2,943	2,915	2,884	2,836	2,832

(1) This is the unrevised taxable assessment made in the year 1990 upon which 1991 taxes shall be levied. Final assessments are quoted for all other years.

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Increase over prior year	1.79%	1.97%	1.93%	3.17%	1.82%	1.36%	0.95%	0.94%	1.69%	0.14%	3.33%
Distribution - Percentage											
Residential	57.30%	57.05%	57.07%	56.74%	56.77%	56.45%	56.46%	56.34%	56.70%	56.56%	55.96%
Non-Residential	42.70%	42.95%	42.93%	43.26%	43.23%	43.55%	43.54%	43.66%	43.30%	43.44%	44.04%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Population											
Number	307,160	307,160	307,160	307,160	307,160 (a)	307,690	307,690	307,690 (a)	308,102	308,102	308,102 (a)
Increase (Decrease) over prior year					-0.17%			-0.13%			-0.81%

(a) Based on a Provincial Census conducted in the 1988,1985 and 1982 election years.

SUMMARY OF POPULATION, ADJUSTED MUNICIPAL LEVY AND MILL RATES

YEAR (1)	POPULATION (2)	ADJUSTED MUNICIPAL LEVY (3)	**** RESIDENTIAL MILL RATE **** MUNICIPAL (7)	REGIONAL (8)	EDUCATION (9)	TOTAL (10)	**** NON-RESIDENTIAL MILL RATE **** MUNICIPAL (11)	REGIONAL (12)	EDUCATION (13)	TOTAL (14)	YEAR (15)
ACTUAL											
1981	304,159	66,007,393	57.8731	50.2599	79.2049	187.3379	68.0860	59.1293	93.1822	220.3975	1981
1982	308,102	72,907,749	62.7923	54.7552	87.9199	205.4674	73.8733	64.4179	103.4352	241.7264	1982
1983	308,102	74,556,223	62.7923	56.6640	98.1207	217.5770	73.8733	66.6636	115.4361	255.9730	1983
1984	308,102	83,449,539	69.7323	56.8038	102.4846	229.0207	82.0379	66.8280	120.5701	269.4360	1984
1985	307,690	88,222,796	73.4019	59.6126	110.6781	243.6926	86.3552	70.1325	130.2096	286.6973	1985
1986	307,690	96,378,475	79.3485	63.5186	111.7193	254.5864	93.3512	74.7278	131.4345	299.5135	1986
1987	307,690	103,722,620	83.9779	69.3371	128.3670	281.6820	98.7975	81.5731	151.0200	331.3906	1987
1988	307,160	109,140,470	87.7568	73.3187	138.1575	299.2330	103.2433	86.2574	162.5382	352.0389	1988
1989	307,160	117,961,263	92.2114	82.9278	148.9362	324.0754	108.4840	97.5621	175.2191	381.2652	1989
1990	307,160	124,233,690	96.7685	92.1727	175.8888	364.8300	113.8453	108.4385	206.9279	429.2117	1990
ESTIMATE											
1991	308,696	129,075,690	98.6655	99.6322	177.7870	376.0847	116.0771	117.2144	209.1611	442.4526	1991
1992	310,239	135,529,475	102.3199				120.3764				1992
1993	311,790	142,305,949	106.1095				124.8347				1993
1994	313,349	149,421,246	110.0394				129.4581				1994
1995	314,916	156,892,308	114.1150				134.2529				1995

NOTE: ADJUSTED MUNICIPAL LEVY CONSISTS OF MUNICIPAL CITY LEVY, SUPPLEMENTARY TAXES, TELEPHONE & TELEGRAPHS RECEIPTS, PAYMENT IN LIEU OF TAXES AND UNCONDITIONAL GRANTS.

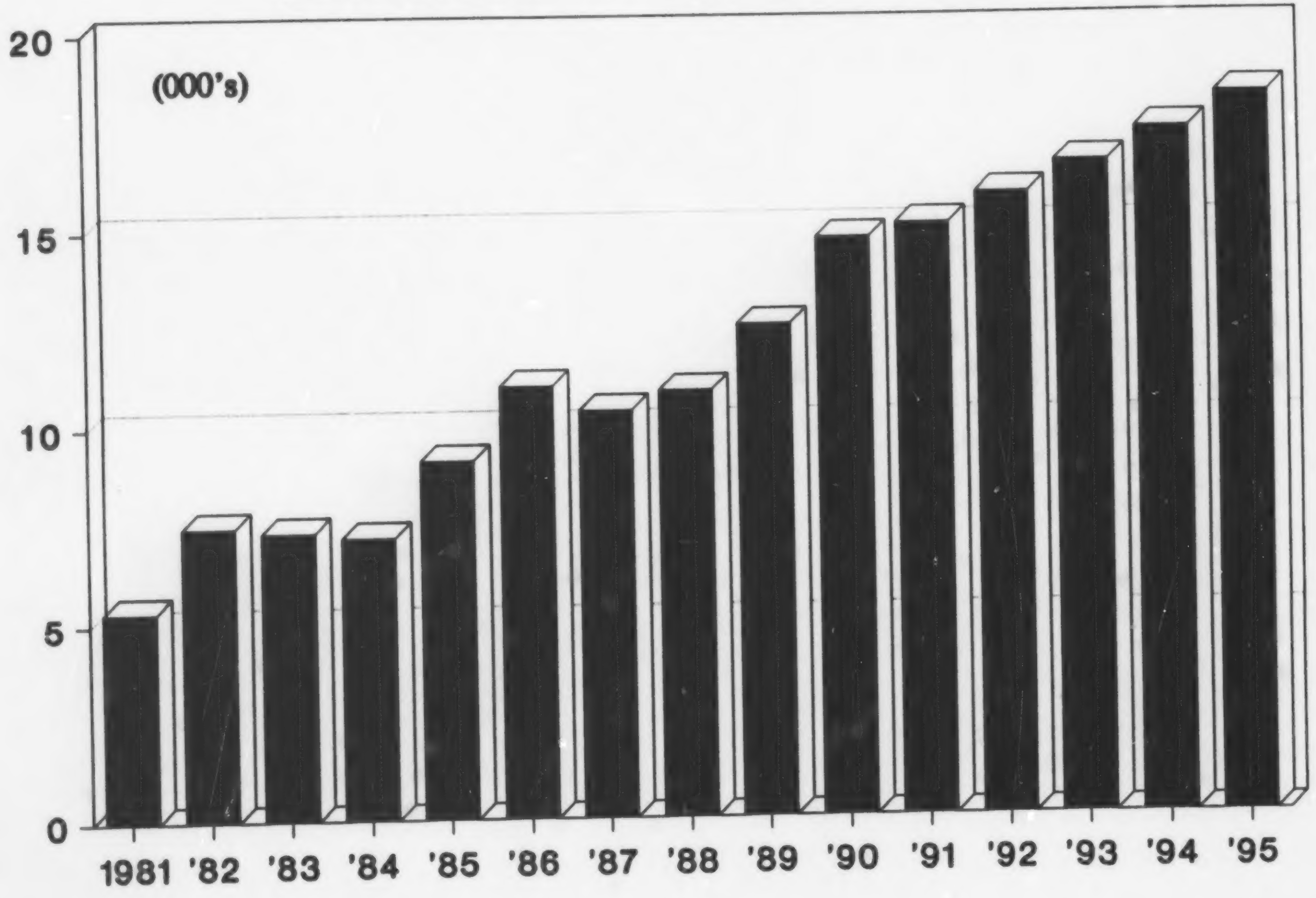
COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT WITHIN THE CITY

	******** TAXABLE ASSESSMENT ********					PROVINCIAL	INCREASE/DECREASE IN ASSESSMENT AS A PERCENTAGE OF			
YEAR (1)	RESIDENTIAL (000's) (2)	% (3)	NON-RESIDENTIAL (000's) (4)	% (5)	TOTAL ASSESSMENT (000's) (6)	EQUALIZATION FACTOR (7)	RESIDENTIAL (000's) (8)	NON-RESIDENTIAL (000's) (9)	TOTAL ASSESSMENT (000's) (10)	YEAR (11)
ACTUAL										
1981	475,601	56.3%	368,844	43.7%	844,445	13.19	-0.45%	-22.80%	0.07%	1981
1982	488,045	56.0%	382,800	44.0%	870,845	12.81	2.62%	3.78%	3.13%	1982
1983	494,249	56.6%	379,527	43.4%	873,776	12.36	1.27%	-0.86%	0.34%	1983
1984	503,788	56.7%	384,793	43.3%	888,581	11.91	1.93%	1.39%	1.69%	1984
1985	505,307	56.3%	391,616	43.7%	896,923	11.44	0.30%	1.77%	0.94%	1985
1986	511,211	56.5%	394,255	43.5%	905,466	10.37	1.17%	0.67%	0.95%	1986
1987	518,096	56.5%	399,690	43.5%	917,786	8.91	1.35%	1.38%	1.36%	1987
1988	530,523	56.8%	403,942	43.2%	934,465	6.96	2.40%	1.06%	1.82%	1988
1989	546,987	56.7%	417,061	43.3%	964,048	5.82	3.10%	3.25%	3.17%	1989
1990	560,782	57.1%	421,828	42.9%	982,610	4.91	2.52%	1.14%	1.93%	1990
ESTIMATE										
1991	573,376	57.3%	427,233	42.7%	1,000,609	4.91	2.25%	1.28%	1.83%	1991
1992	580,543	57.3%	432,573	42.7%	1,013,116	4.91	1.25%	1.25%	1.25%	1992
1993	587,800	57.3%	437,980	42.7%	1,025,780	4.91	1.25%	1.25%	1.25%	1993
1994	595,148	57.3%	443,455	42.7%	1,038,603	4.91	1.25%	1.25%	1.25%	1994
1995	602,587	57.3%	448,998	42.7%	1,051,585	4.91	1.25%	1.25%	1.25%	1995

ANALYSIS OF MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST FINANCED BY MILL RATES
(EXCLUSIVE OF REGION AND EDUCATION)
1981 TO 1995

				REFLECTED AS MILLS ON THE DOLLAR				
				RESIDENTIAL		NON-RESIDENTIAL		
YEAR (1)	MUNICIPAL GENERAL AMOUNT (000'S) (2)	PER CAPITA (3)	PERCENTAGE OF ADJUSTED MUNICIPAL LEVY (4)	MILLS (5)	INCREASE/ (DECREASE) (6)	MILLS (7)	INCREASE/ (DECREASE) (8)	YEAR (9)
ACTUAL								
1981	5,313	17	8.0%	5.9	(0.1)	6.9	(0.1)	1981
1982	7,464	24	10.2%	8.0	2.1	9.4	2.5	1982
1983	7,318	24	9.8%	7.8	(0.2)	9.2	(0.2)	1983
1984	7,174	23	8.6%	7.5	(0.3)	8.8	(0.4)	1984
1985	9,135	30	10.4%	9.4	1.9	11.1	2.3	1985
1986	11,014	36	11.4%	11.3	1.9	13.3	2.2	1986
1987	10,375	34	10.0%	10.5	(0.8)	12.4	(0.9)	1987
1988	10,863	35	10.0%	10.8	0.3	12.7	0.3	1988
1989	12,533	41	10.6%	12.1	1.3	14.2	1.5	1989
1990	14,724	48	11.9%	13.9	1.8	16.4	2.2	1990
ESTIMATE								
1991	15,075	49	11.7%	14.0	0.1	16.5	0.1	1991
1992	15,829	51	11.7%	14.6	0.6	17.2	0.7	1992
1993	16,620	53	11.7%	15.3	0.7	18.0	0.8	1993
1994	17,451	56	11.7%	16.0	0.7	18.8	0.8	1994
1995	18,324	58	11.7%	16.7	0.7	19.6	0.8	1995

MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST (EXCLUSIVE OF REGION AND EDUCATION)



NOTE: AMOUNTS ARE ACTUALS FOR 1981-1990 AND ESTIMATES FOR 1991-1995

DEBENTURE PRINCIPAL AND INTEREST
(EXCLUSIVE OF REGION AND EDUCATION)
1981 TO 1995
(000'S)

	**** MUNICIPAL ****					
YEAR (1)	GENERAL (INCLUDES LIBRARY & HECFI) (2)	PARKING AUTHORITY (3)	TOTAL MUNICIPAL (4)	SELF-SUSTAINING MUNICIPAL SERVICES OWNERS' SHARE (5)	GROSS DEBENTURE DEBT CHARGES OUTSTANDING (6)	YEAR (7)
ACTUAL						
1981	5,313	171	5,484	758	6,242	1981
1982	7,464	173	7,637	713	8,350	1982
1983	7,318	173	7,491	678	8,169	1983
1984	7,174	172	7,346	678	8,024	1984
1985	9,135	171	9,306	628	9,934	1985
1986	11,014	167	11,181	603	11,784	1986
1987	10,375	166	10,541	485	11,026	1987
1988	10,863	502	11,365	435	11,800	1988
1989	12,533	1,284	13,817	398	14,215	1989
1990	14,724	1,270	15,994	478	16,472	1990
ESTIMATE						
1991	15,075	1,270	16,345	402	16,747	1991
1992	15,829	1,268	17,097	527	17,624	1992
1993	16,620	1,243	17,863	782	18,645	1993
1994	17,451	1,237	18,688	860	19,548	1994
1995	18,324	1,238	19,562	943	20,505	1995

ANNUAL VALUE OF BUILDING PERMITS ISSUED – BY CLASSIFICATION

	** RESIDENTIAL **			** COMMERCIAL **			** INDUSTRIAL **			
YEAR (1)	NO. OF PERMITS (2)	VALUE (000'S) (3)	% (4)	NO. OF PERMITS (5)	VALUE (000'S) (6)	% (7)	NO. OF PERMITS (8)	VALUE (000'S) (9)	% (10)	YEAR (20)
1981	2,765	23,418	20.8%	602	29,084	25.8%	101	43,364	38.5%	1981
1982	1,964	29,210	30.8%	318	35,216	37.2%	69	15,901	16.8%	1982
1983	3,174	41,657	32.9%	418	56,398	44.6%	67	10,745	8.5%	1983
1984	3,715	54,639	40.7%	472	36,321	27.1%	98	21,465	16.0%	1984
1985	3,409	66,137	32.6%	450	20,469	10.1%	128	101,621	50.1%	1985
1986	3,470	86,200	22.1%	438	45,724	11.7%	144	172,111	44.1%	1986
1987	3,574	139,731	44.7%	493	71,333	22.8%	124	65,027	20.8%	1987
1988	4,006	155,235	55.8%	595	48,913	17.6%	105	25,703	9.2%	1988
1989	4,542	199,886	51.9%	496	92,668	24.1%	129	25,230	6.6%	1989
1990	2,882	126,782	35.0%	557	74,347	20.5%	116	71,290	19.7%	1990

	** INSTITUTIONAL **			** MISCELLANEOUS **			**** TOTAL ****			
YEAR (1)	NO. OF PERMITS (11)	VALUE (000'S) (12)	% (13)	NO. OF PERMITS (14)	VALUE (000'S) (15)	% (16)	NO. OF PERMITS (17)	VALUE (000'S) (18)	% (19)	YEAR (20)
1981	54	15,225	13.5%	604	1,643	1.4%	4,126	112,734	100.0%	1981
1982	101	13,055	13.8%	572	1,361	1.4%	3,024	94,743	100.0%	1982
1983	115	16,299	12.9%	293	1,413	1.1%	4,067	126,512	100.0%	1983
1984	116	19,956	14.9%	462	1,821	1.3%	4,863	134,202	100.0%	1984
1985	90	12,126	6.0%	560	2,312	1.2%	4,637	202,665	100.0%	1985
1986	105	83,113	21.3%	539	2,874	0.8%	4,696	390,022	100.0%	1986
1987	93	33,433	10.7%	483	3,062	1.0%	4,767	312,586	100.0%	1987
1988	94	44,428	16.0%	549	4,043	1.4%	5,349	278,322	100.0%	1988
1989	117	60,625	15.7%	665	6,776	1.7%	5,949	385,185	100.0%	1989
1990	133	86,982	24.0%	413	2,986	0.8%	4,101	362,387	100.0%	1990

APPENDIX

1991 CURRENT BUDGET ASSUMPTIONS

* Projected annual inflationary increase of 5.8% including the effects of the new Goods and Services Tax.

* Council-approved targeted tax rate increase at zero percent.

* No new staff and no new programs unless previuously approved by Council.

* Salary, Wage & Benefits have an appropriate estimated increase pending the settlement of the 1991 contracts.

* Various Rates :

Hydro	8.8%	Photocopier paper	5.0%
Heating Fuel/Natural Gas	5.0%	Telephone long-distance charges	0.0%
Postage	3.0%	City Garage car pool	10.0%
Stationery & general office supplies	6.0%	Property taxes	5.0%

* Debt charges and the Six Mill Capital Levy are in accordance with the 1991-1995 Capital Budget.

* Provincial Grants have been increased by 5% for Unconditional Subsidies.

* User fees to be reviewed and increased by at least the annual inflationary increase.

* Assessment growth expected to be 1.79% for 1991.

1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES AS APPROVED BY COUNCIL ON MARCH 21,1991

PKG NO. (1)	STAND-ING COMM. (2)	DEPT. (3)	PACKAGE DESCRIPTION (4)	AMOUNT (5)	STAFF RELATED # FTE's (6)	PERM. TEMP. (7)	VACANT/ FILLED (8)	TAX RATE PERCENT (9)	CUMULATIVE PERCENT STATUS (10)
1	P & R	PWD - CE	HEALTH & SAFETY - SHORING UNITS	17,500				0.02%	
2	F & A	FIRE	PUBLIC SERVICE STAFF CHANGE	439,900	20.00	DELAY FILLING		0.42%	
3	P & R	C & R	PUBLIC SERVICE STAFF CHANGE	176,550	8.00		8 S.S.	0.17%	
4	T & E	TRAFFIC	ROADWAY MARKINGS - LINE REMOVAL	12,000				0.01%	
5	P & R	C & R	PUBLIC SERVICE STAFF CHANGE	190,000	5.00			0.18%	
6	P & R	C&R - HS	HEALTH AND SAFETY-CHILDREN'S MUSEUM	9,740				0.01%	
7	F & A	PROP-BOM	PREVENTATIVE MAINTENANCE: ESSENTIAL	126,800				0.12%	
8	P & R	C & R	PUBLIC SERVICE STAFF CHANGE	63,600	2.00		VACANT	0.06%	
9	P & R	PWD - CE	PUBLIC SERVICE STAFF CHANGE	15,000	0.50	P	FILLED	0.01%	
10	P & R	PWD - CE	PUBLIC SERVICE STAFF CHANGE	9,210	0.31	P	FILLED	0.01%	
11	P & R	C & R	PUBLIC SERVICE STAFF CHANGE	152,360	8.00		8 S.S.	0.15%	
12	F & A	PROP-RE	PUBLIC SERVICE STAFF CHANGE	22,500	0.50	P	VACANT	0.02%	
13	F & A	CLERKS	PUBLIC SERVICE STAFF CHANGE	29,630	1.00	P	FILLED	0.03%	
14	P & R	PWD - CE	PUBLIC SERVICE STAFF CHANGE	5,000	0.17	P	FILLED	0.00%	
15	P & R	C & R	PUBLIC SERVICE STAFF CHANGE	52,000	2.70			0.05%	
16	T & E	PWD - SS	PUBLIC SERVICE STAFF CHANGE	166,750	2.25	P	FILLED	0.16%	
17	F & A	LIBRARY	PUBLIC SERVICE STAFF CHANGE	227,100	29.30	P	FILLED	0.22%	
18	P & R	C & R	PUBLIC SERVICE STAFF CHANGE	23,000	1.00			0.02%	
19	T & E	PWD - SS	GARBAGE COLLECTION AFTER STAT. HOLIDAYS	129,790				0.12%	
20	F & A	CLERKS	PUBLIC SERVICE STAFF CHANGE	38,340	1.00	P	FILLED	0.04%	-0.02%
21	F & A	LIBRARY	PUBLIC SERVICE STAFF CHANGE	73,000	3.00	P	FILLED	0.07%	0.02%
22	F & A	TREASURY	PUBLIC SERVICE STAFF CHANGE	24,000	1.00	P	FILLED	0.02%	0.09%
23	P & R	C & R	VOLUNTEERS / TRAINING	35,360				0.03%	0.11%
24	T & E	TRAFFIC	PUBLIC SERVICE STAFF CHANGE	19,800	0.40		VACANT	0.02%	0.14%
25	P & R	C & R	SPECIAL EVENTS	91,120				0.09%	0.16%
26	P & R	PWD-PARKS	HORTICULTURE - GREENHOUSE REPAIRS	42,000				0.04%	0.25%
27	F & A	CLERKS	PUBLIC SERVICE STAFF CHANGE	23,620	1.00	P	FILLED	0.02%	0.29%
28	T & E	PWD - SS	PUBLIC SERVICE STAFF CHANGE	93,700	1.00	P	FILLED	0.09%	0.31%

1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES AS APPROVED BY COUNCIL ON MARCH 21,1991

PKG NO. (1)	STAND-ING COMM. (2)	DEPT. (3)	PACKAGE DESCRIPTION (4)	AMOUNT (5)	STAFF RELATED # FTE's (6)	PERM. TEMP. (7)	VACANT/ FILLED (8)	TAX RATE PERCENT (9)	CUMULATIVE PERCENT STATUS (10)
29	T & E	PWD - SS	PUBLIC SERVICE STAFF CHANGE	86,000	1.00	P	FILLED	0.08%	0.40%
30	P & R	PWD-PARKS	PUBLIC SERVICE STAFF CHANGE	21,600	0.37	T	S.S.	0.02%	0.48%
31	F & A	HECFI-CUP	UTILITY SERVICE - HEATING AND COOLING	144,230				0.14%	0.50%
32	T & E	TRAFFIC	SCHOOL CROSSING GUARD BANQUET	5,210				0.00%	0.64%
33	P & R	PWD-PARKS	MAINTENANCE - WEED SPRAYING	60,650		CONTRACTUAL		0.06%	0.64%
34	F & A	PROP-BOM	PREVENTATIVE MNTCE: DESIRABLE	276,840				0.27%	0.70%
35	F & A	HUM RES	PUBLIC SERVICE STAFF CHANGE	28,810	1.00	P	VACANT	0.03%	0.97%
36	P & R	PWD-PARKS	MAINTENANCE - GENERAL	6,130				0.01%	1.00%
37	F & A	LIBRARY	PUBLIC SERVICE STAFF CHANGE	59,840	2.50	P	FILLED	0.06%	1.01%
38	T & E	PWD - SS	PUBLIC SERVICE STAFF CHANGE	86,000	2.00	P	FILLED	0.08%	1.07%
39	T & E	TRAFFIC	PUBLIC SERVICE STAFF CHANGE	42,190	1.00	P	VACANT	0.04%	1.15%
40	P & R	PWD - CE	PUBLIC SERVICE STAFF CHANGE	5,000	0.17	P	FILLED	0.00%	1.19%
41	P & R	C&R - HS	PUBLIC PROGRAM & SERVICES-HISTORIC SITES	38,130				0.04%	1.19%
42	P & D	PLNNING	PUBLIC SERVICE STAFF CHANGE	40,400	1.00	P	VACANT	0.04%	1.23%
43	P & R	C & R	SUBSIDY-COMMUNITY GROUPS/ORGANIZATIONS	44,000				0.04%	1.27%
44	F & A	CLERKS	ADVERTISING & PROMOTION-FARMER'S MARKET	8,400				0.01%	1.31%
45	F & A	MAYOR	PHOTOGRAPHIC SUPPLIES	700				0.00%	1.32%
46	F & A	MAYOR	MEETING MAYOR'S OFFICE	1,070				0.00%	1.32%
47	P & R	PWD - CE	PUBLIC SERVICE STAFF CHANGE	5,000	0.17	P	FILLED	0.00%	1.32%
48	P & R	C&R - HS	MUSEUM STANDARDS / REGULATIONS	31,540				0.03%	1.32%
49	P & R	PWD - CE	PUBLIC SERVICE STAFF CHANGE	5,000	0.17	P	FILLED	0.00%	1.35%
50	F & A	LIBRARY	LIBRARY MATERIALS	23,310				0.02%	1.35%
51	F & A	CLERKS	OFFICE SUPPLIES - PRINTING / SERVICE DIV.	10,000				0.01%	1.37%
52	F & A	CLERKS	TAPING MATERIALS FOR SIGHT IMPAIRED	3,500				0.00%	1.38%
53	P & R	C & R	SUBSIDY TO OTHER ORGANIZATIONS	56,500				0.05%	1.38%
54	F & A	TREASURY	PUBLIC SERVICE STAFF CHANGE	28,090	1.00	P	FILLED	0.03%	1.43%
55	F & A	PROP-RE	REDUCTION IN GROUND REPAIRS	3,940				0.00%	1.46%
56	F & A	CLERKS	PURCHASE OF INFRA-RED EQUIPMENT	4,000				0.00%	1.46%
57	P & R	PWD-PARKS	HORTICULTURE - TURF - CHEDOKE GOLF	35,000				0.03%	1.46%

1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES
AS APPROVED BY COUNCIL ON MARCH 21,1991

PKG NO. (1)	STAND-ING COMM. (2)	DEPT. (3)	PACKAGE DESCRIPTION (4)	AMOUNT (5)	STAFF RELATED # FTE's (6)	STAFF RELATED PERM. TEMP. (7)	STAFF RELATED VACANT/ FILLED (8)	TAX RATE PERCENT (9)	CUMULATIVE PERCENT STATUS (10)
58	P & R	PWD-PARKS	HORTICULT.-TURF-KING'S FOREST GOLF	32,000				0.03%	1.49%
59	F & A	CLERKS	ADVERTISING & PROMOTION	10,000				0.01%	1.52%
60	F & A	CLERKS	SALARIES-OVERTIME - LEGISLATIVE ASSISTANT	14,100				0.01%	1.53%
61	P & R	PWD-PARKS	HORTICULTURE - FLORICULTURE	3,000				0.00%	1.54%
62	P & R	C & R	PLAYGROUND SUPPORT-MATERIALS & CAR	17,090				0.02%	1.54%
63	P & R	C & R	ARENA STAFFING	50,000				0.05%	1.56%
64	T & E	TRAFFIC	NEIGHBOURHOOD WATCH SIGNAGE	6,500				0.01%	1.61%
65	T & E	PWD - SS	BEAUTIFICATION-TRAFFIC ISLANDS	13,260				0.01%	1.62%
66	T & E	TRAFFIC	PUBLIC SERVICE STAFF CHANGE	124,740	7.30	21 P	FILLED	0.12%	1.63%
74	T & E	PWD - SS	HANGING BASKET PROGRAM	25,900				0.02%	1.75%
79	H & S	C&R-HSP	HAMILTON/SCOURGE-SENIOR GOV'T. FUNDS	156,030	2.00	P	FILLED	0.15%	1.77%
86	T & E	PWD - SS	INDUSTRY ROADSIDE BEAUTIFICATION	10,480				0.01%	1.92%
89	T & E	PWD - SS	FLORAL PLANTER PROGRAM	4,000				0.00%	1.93%
99	P & R	C & R	SWIMMING PROGRAM FOR BEACH STRIP AREA	32,000				0.03%	1.93%
67	F & A	TREASURY	PUBLIC SERVICE STAFF CHANGE	58,000	1.00	P	FILLED	0.06%	1.96%
68	F & A	PROP-BOM	PREVENTATIVE MAINTENANCE: NEED	17,810				0.02%	2.02%
69	F & A	FINC'LS	DELAY COMPREHENSIVE AUDIT PROGRAM - 1YR	150,000				0.14%	2.04%
70	T & E	TRAFFIC	PUBLIC SERVICE STAFF CHANGE	58,580	2.80	8 P	FILLED	0.06%	2.18%
71	P & R	PWD-PARKS	SPORTS FACILITIES - TOBOGGANING	31,670				0.03%	2.24%
72	P & R	PWD-PARKS	SPECIAL REPAIR ACCOUNT	20,000				0.02%	2.27%
73	T & E	PWD - SS	ROADSIDE WEED SPRAY	31,360				0.03%	2.29%
75	P & R	PWD-PARKS	PUBLIC SERVICE STAFF CHANGE	45,500	0.67			0.04%	2.32%
76	F & A	CLERKS	PURCHASE OF F.O.I. PHOTOCOPIER	5,510				0.01%	2.36%
77	P & R	PWD - CE	PUBLIC SERVICE STAFF CHANGE	5,000	0.17	P	FILLED	0.00%	2.37%
78	T & E	TRAFFIC	PUBLIC SERVICE STAFF CHANGE	26,500	1.20		FILLED	0.03%	2.37%
80	T & E	TRAFFIC	TRAFFIC SIGNAL MODERNIZATION	10,000				0.01%	2.40%
81	P & R	PWD-PARKS	GENERAL MAINTENANCE	5,000				0.00%	2.41%
82	T & E	PWD - SS	PUBLIC SERVICE STAFF CHANGE	50,000	1.25	T	S.S.	0.05%	2.41%
83	P & R	PWD-PARKS	MAINTENANCE - AVIARY	4,000				0.00%	2.46%

1991 CURRENT BUDGET – SERVICE AND PROGRAM PACKAGES
AS APPROVED BY COUNCIL ON MARCH 21,1991

PKG NO. (1)	STAND-ING COMM. (2)	DEPT. (3)	PACKAGE DESCRIPTION (4)	AMOUNT (5)	STAFF RELATED # FTE's (6)	PERM. TEMP. (7)	VACANT/ FILLED (8)	TAX RATE PERCENT (9)	CUMULATIVE PERCENT STATUS (10)
84	P & R	PWD–PARKS	MAINTENANCE – DEPOTS / YARDS	22,100				0.02%	2.46%
85	T & E	PWD – SS	RENT – CAR POOL	5,710				0.01%	2.48%
87	T & E	PWD – SS	POTABLE WATER	33,240				0.03%	2.49%
88	T & E	PWD – SS	TRUCK RODEO	6,500				0.01%	2.52%
90	H & S	C&R–HSP	REPLICA MAST (SCOURGE) REPLACEMENT	12,000				0.01%	2.52%
91	P & R	PWD–PARKS	ADMINISTRATION – CAR ALLOWANCE	3,000				0.00%	2.53%
92	P & R	PWD – CE	LUBRICANTS	500				0.00%	2.54%
93	P & R	PWD – CE	OFFICE SUPPLIES	500				0.00%	2.54%
94	P & R	PWD – CE	REPAIRS – MAINTENANCE EQUIPMENT	3,000				0.00%	2.54%
95	P & R	PWD – CE	ADMINISTRATION – OPERATION	10,600				0.01%	2.54%
96	P & D	PLNNING	PUBLIC SERVICE STAFF CHANGE	26,700	1.00	P	VACANT	0.03%	2.55%
97	P & D	BUILDING	PUBLIC SERVICE STAFF CHANGE	57,500	3.00	P	1 VACANT	0.05%	2.58%
98	P & D	BUILDING	PUBLIC SERVICE STAFF CHANGE	117,400	3.00	P	VACANT	0.11%	2.63%
			PRESENT TAX RATE STATUS						2.74%
			TOTAL	4,787,230	121.90				

TOTAL NON–STAFF PACKAGES	1,808,290
TOTAL STAFF PACKAGES	2,978,940
TOTAL	4,787,230

1991 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES AS APPROVED BY COUNCIL ON MARCH 21,1991

PKG NO. (1)	STAND -ING COMM. (2)	DEPT. (3)	PACKAGE DESCRIPTION (4)	AMOUNT (5)	STAFF RELATED # FTE's (6)	STAFF RELATED PERM. TEMP. (7)	STAFF RELATED VACANT/ FILLED (8)	TAX RATE PERCENT (9)	CUMULATIVE PERCENT STATUS (10)

STANDING COMMITTEE ABBREVIATION:

F & A	FINANCE AND ADMINISTRATION COMMITTEE
P & D	PLANNING AND DEVELOPMENT COMMITTEE
P & R	PARKS AND RECREATION COMMITTEE
F & A	TRANSPORT AND ENVIRONMENT COMMITTEE
H & S	HAMILTON - SCOURGE COMMITTEE

PACKAGES NOT TO BE FUNDED

DEPARTMENT ABBREVIATION:

C & R	CULTURE AND RECREATION
C&R - HS	CULTURE & RECREATION - HISTORICAL SITES
C&R-HSP	CULTURE & RECREATION - HAMILTON SOURGE
HECFI-CUP	HECFI - CENTRAL UTILITIES PLANT
HUM RES	HUMAN RESOURCES
PROP-BOM	PROPERTY - BUILDING OPERATIONS & MAINTENANC
PROP-RE	PROPERTY - REAL ESTATE
PWD - CE	PUBLIC WORKS CEMETERY DIVISION
PWD - SS	PUBLIC WORKS STREETS AND SANITATION DIVISION
PWD-PARKS	PUBLIC WORKS PARKS DIVISION
FINC'LS	FINANCIALS
TREASUR	TREASURY

1991 TRAFFIC DEPARTMENT PERFORMANCE BUDGET

INTRODUCTION

This document represents the proposed 1991 funding for Traffic Department outside activities (traffic signals, signs, roadway markings, parking meters) and counts and studies using Maintenance Management or Performance Budget concepts. The Performance Budget concept indicates the relationship between service levels provided and the costs of providing individual services. The Performance Budget is a valuable tool for decision making in terms of providing information which permits the rationalization of the funding requirements for services, and the effective monitoring and control of the costs to provide these services.

This Performance Budget provides greater detail of expenditures for operations centre activities found in Worksheet No.1, under account centres 75121 to 75915, Maintenance Operations - City. Drafting Section activities were added for 1990 and it is hoped to expand this concept to other department activities in the future.

ADVANTAGES OF PERFORMANCE (MAINTENANCE MANAGEMENT) BUDGET

1) Provides the best information for decision making at all levels of management.
2) Measures of Accomplishment - at any point in time: "Actual" versus "Planned" quantities of work completed can be reviewed.
3) Measures of Unit Cost (in dollars per unit) - cost trends can be determined by activity and less expensive methods of performing work can be investigated.
4) Direct productivity measures such as manhours/unit are available to analyze activities.

Information is provided for each group of activities on the left-hand page and the right-hand page as follows:

LEFT-HAND PAGE:

The left-hand page describes the following aspects concerning the activities:

OBJECTIVE - of the group of activities

FUNCTIONS PERFORMED - the nature and extent of the services provided (where applicable)

SERVICE LEVEL PROVIDED - the types and degree of the service provided

COST/PERFORMANCE IMPROVEMENTS - overview of measure being implemented to improve cost and performance

RIGHT-HAND PAGE:

The right-hand page details the cost to provide the levels of service as functional grouping of these detailed on the left-hand page. Also included are the projected and budgeted costs for the previous year.

The following cost categories are included for Operations and for Counts and Studies activities:

UNITS - the number of units
MEASURE - the unit of measure for providing the service
MAN HOURS - the number of manhours to provide the service
LABOUR - total labour cost at current rental hourly rates
V/E RENTALS - the vehicle and equipment cost to provide the service
MATERIAL - the material or operating supply costs for the service
CONTRACTUAL - the cost of services contracted to others
ESTIMATE - the total cost of providing the service

1991 TRAFFIC DEPARTMENT PERFORMANCE BUDGET

TRAFFIC SIGNAL MAINTENANCE

OBJECTIVE

The major objective for traffic signal maintenance and the maintenance control devices is to keep all equipment in proper working order at all times.

SERVICE LEVEL GOALS

IMMEDIATE ACTION TO REPAIR:

1. Any defective signal or lighting display or seriously obscured or dirty signal indications.
2. Any failure of a traffic signal controller resulting in a stuck or abnormal signal indication.
3. Any defects in the system which controls the relationship between traffic signals.
4. Physical damage to poles, support arms, signal heads or other equipment; where damage constitutes a physical hazard, impairs the functioning of the signal or results in serious misalignment of the signal display.

REGULARLY SCHEDULED PREVENTATIVE MAINTENANCE TO ACHIEVE:

1. The annual overhaul of all electro-mechanical controller mechanisms.
2. The annual inspection of all solid state controllers.
3. The annual testing of conflict monitors.
4. The annual replacement of all traffic control device lamp bulbs except vehicle amber bulbs.
5. Replacement of all vehicle signal amber indication bulbs every second year.
6. The annual visual inspection of all signal hardware, including overhead cable, bonding, handholes and junction boxes; signal arms, hangers, doors and backboards.
7. The regular inspection of signal equipment and features such as traffic signal night flash operation, vehicle gates, vehicle-actuated controllers, traffic progression and changeable message signs.
8. Maintenance, as required, to expeditiously correct all faults not of an electrically operated traffic emergency nature such as:
   - lightly soiled, damaged or obscured signal heads, visors and/or backboards.
   - cable or wiring which is not fully secured or shows signs of wear.
   - defective signal head hanger units.
   - poles and mast arms which require painting or cleaning.
   - concrete structures which show signs of weakening or failure.

COST/PERFORMANCE IMPROVEMENTS

Solid state equipment is being substituted for electro-mechanical equipment to provide signal operation better tailored to traffic demands, and lower costs.

Trouble calls to traffic signals and electrical devices are analyzed to determine:

(a) repeated types of failures susceptable to correction by changes to preventive maintenance procedures.

(b) sources of failures susceptible to correction by improvements in equipment selection.

(c) sources of failures susceptible to correction by quality control improvements.

Where practicable, damaged equipment is refurbished and recycled.

Staff training programs are being undertaken to improve staff skill levels, in keeping with the increasing complexity of new equipment being placed in service.

Modern diagnostic equipment is being provided for staff in order to minimize the consequences of equipment failure.

1991 TRAFFIC DEPARTMENT PERFORMANCE BUDGET – CITY ACTIVITIES

TRAFFIC SIGNAL MAINTENANCE – COST CENTRE 75220

A DESCRIPTION	B UNITS	C MEASURE	D MANHOURS	E LABOUR	F V/E RENTAL	G MATERIAL	H CONTRACT	I (E TO H) 1991	1990 ACTUAL	1990 BUDGET
TROUBLE CALL–LAMP	3	CALL	6	147	96	0	0	243	89	302
TROUBLE CALL–SIGNAL OTHER	33	CALL	30	789	329	1,157	0	2,276	773	2,678
TROUBLE CALL SIGN LIGHTS & ELECT.	2	CALL	3	73	0	0	0	73	0	58
TRAFFIC SIGNAL REPAIRS	56	LOCATION	138	3,663	687	1,986	814	7,150	11,068	5,684
SIGN LIGHTS REPAIRS	1	LOCATION	2	62	26	0	0	88	87	108
TIMING CHANGES	1	LOCATION	1	31	0	0	0	31	241	98
ANNUAL SERVICE–CONTOLLERS	17	LOCATION	34	899	143	3,137	0	4,179	1,808	3,309
ANNUAL SERVICE–SIGNALS	17	LOCATION	46	1,217	345	693	0	2,255	2,924	3,180
ANNUAL SERVICE–SIGN LIGHTS	18	LOCATION	21	569	178	21	0	768	389	170
SPECIAL INSPECTIONS	10	MAN-HRS	10	254	0	0	0	254	0	586
NEW FLASHERS	0	MAN-HRS	0	0	0	0	0	0	0	0
VANDALISM	9	MAN-HRS	9	242	105	19	0	367	236	236
TOTAL FOR THIS ACTIVITY GROUP			300	7,948	1,910	7,013	814	17,685	17,620	16,409
						PLUS STANDBY AND FOREMAN CALLOUT		3,120	2,540	2,535
						LIGHT AND POWER		9,170	8,820	8,820
				TOTAL BUDGET AMOUNT				29,975	28,980	27,764
				DIFFERENCE (1991–1990)				2,211		
				% CHANGE				8.0%		

CAPITAL BUDGET ASSUMPTIONS AND NOTATIONS

Assumptions

The figures presented in these schedules are based on the following assumptions:

Population	– Increase per annum	.50 percent
Assessment	– Increase per annum	1.25 percent
Tax Levy	– Increase per annum Municipal	5.00 percent
Interest Rates	– Per annum – Local Improvements	11.00 percent
	– Other Municipal Projects	11.00 percent
Term of Debentures	– City's Share of Locals and Municipal Services	10 years
	– Other Municipal Projects	10 years

Notations:

(1) The intended scheduling of all projects along with requesting authorization for approval of the Ontario Municipal Board is shown in Columns under "Project – Start/Finish".

(2) The Column "1996 and After", will only include the financing required to complete a project commenced in the years 1991 to 1995 inclusive. Projects scheduled for commencement in 1996 or after are shown on a separate report, as are those projects which had originally been submitted for consideration in the 1991–1995 Capital Budget, but have for various reasons been delayed to the 1996–2000 Capital Budget.

CAPITAL BUDGET ASSUMPTIONS AND NOTATIONS

Notations: – continued

(3) Notations on Subsidies or Other Receipts –

CF	Current Fund
CL	Capital Levy
COM	Commutation
DEB	Debenture
F	Federal Contribution
LS	Land Sale
NPH	Non–Profit Housing
ONT HYD	Ontario Hydro
OR	Other Revenue Source
P	Provincial Contribution
PE	Private Enterprise Contribution
PS	Public Subscription
RCP	Reserve for Capital Project – General
RCP–C	Reserve for Capital Projects – Central Utilities Plant
RCP–H	Reserve for Capital Project – Hamilton Entertainment Convention Facilities Incorporated (H.E.C.F.I.)
RCP–L	Reserve for Capital Project – Library
RHW	Region of Hamilton–Wentworth
R–NPH	Recoverable from Municipal Non–Profit (Hamilton) Housing Corporation
ROSP	Reserve for Off–Street Parking
RPL	Reserve for Park Land – 5% Land Dedication
RPP	Reserve for Property Purchase
RRB–L	Reserve for Repairs to Buildings – Library
RS	Roadway Subsidy
RSTUL	Reserve for Services Through Unsubdivided Land
RTS–CC	Reserve for Ticket Surcharge – Copps Coliseum (H.E.C.F.I.)
RTS–HP	Reserve for Ticket Surcharge – Hamilton Place (H.E.C.F.I.)
UF	Users' Fees

CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
***** S U M M A R Y *****
(000's)

PROJECT DESCRIPTION	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
GENERAL GOVERNMENT										
HOUSING DEPARTMENT	5,000	5,000		0	0					
PROPERTY DEPARTMENT	8,100	0		0	8,100	1,500	1,500	1,500	1,800	1,800
TREASURY DEPARTMENT	2,124	0		0	2,124	389	405	424	443	463
SUB-TOTAL	15,224	5,000		0	10,224	1,889	1,905	1,924	2,243	2,263
TRANSPORTATION SERVICES										
DEPARTMENT OF ENGINEERING	96,700	26,643		0	70,057	12,296	13,112	13,984	14,900	15,765
RECREATION AND CULTURAL SERVICES										
DEPARTMENT OF CULTURE AND RECREATION	37,250	0		0	37,250	5,750	7,800	13,700	5,500	4,500
PUBLIC WORKS - PARKS DIVISION	16,000	0		0	16,000	3,200	3,200	3,200	3,200	3,200
HAMILTON PUBLIC LIBRARY BOARD	9,672	0		0	9,672	5,983	3,689	0	0	0
SUB-TOTAL	62,922	0		0	62,922	14,933	14,689	16,900	8,700	7,700
PLANNING AND DEVELOPMENT										
PLANNING DEPARTMENT	2,000	0		0	2,000	2,000	0	0	0	0
PUBLIC WORKS DEPARTMENT	2,000	400		0	1,600	300	500	500	300	0
SUB-TOTAL	4,000	400		0	3,600	2,300	500	500	300	0

CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
***** S U M M A R Y *****
(000's)

PROJECT DESCRIPTION	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
CONTINGENCY										
CAPITAL CONTINGENCY	7,500	0		0	7,500	1,500	1,500	1,500	1,500	1,500
TOTAL MUNICIPAL GENERAL	186,346	32,043		0	154,303	32,918	31,706	34,808	27,643	27,228
LESS PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS										
CAPITAL LEVY	0	32,565		0	32,565	6,353	6,432	6,512	6,593	6,675
NET TOTAL MUNICIPAL GENERAL	186,346	64,608		0	121,738	26,565	25,274	28,296	21,050	20,553
NET TOTAL CAPITAL BUDGET PROGRAM 1996-2000	186,346	64,608		0	121,738	26,565	25,274	28,296	21,050	20,553

PROPOSED CAPITAL BUDGET PROGRAM 1996 – 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 – 2000	FINANCING 1996	FINANCING 1997	FINANCING 1998	FINANCING 1999	FINANCING 2000
	GENERAL GOVERNMENT												
	HOUSING DEPARTMENT												
1 189.0 2	MUNICIPAL NON-PROFIT (HAMILTON) HOUSING CORPORATION	1996	2000	5,000	5,000	R-NPH							
	SUB-TOTAL			5,000	5,000		0	0					
	PROPERTY DEPARTMENT												
1 190.0 2	LAND ACQUISITION - GENERAL	1996	2000	8,100				8,100	1,500	1,500	1,500	1,800	1,800
	SUB-TOTAL			8,100	0		0	8,100	1,500	1,500	1,500	1,800	1,800

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
	GENERAL GOVERNMENT												
	TREASURY DEPARTMENT												
1 191.0 2	CAPITAL OPERATING GRANT - HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS	1996	2000	336				336	62	64	67	70	73
1 192.0 2	FACILITIES CAPITAL CONSTRUCTION GRANT - HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS	1996	2000	1,788				1,788	327	341	357	373	390
	SUB-TOTAL			2,124	0		0	2,124	389	405	424	443	463
	TOTAL GENERAL GOVERNMENT			15,224	5,000		0	10,224	1,889	1,905	1,924	2,243	2,263

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	FINANCING 1996	FINANCING 1997	FINANCING 1998	FINANCING 1999	FINANCING 2000
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING												
1 193.0 2	RECONSTRUCTION PROGRAM - LOCAL ROADS & SIDEWALKS	1996	1996	13,677	4,377	RS		9,300	9,300				
1 194.0 2	RECONSTRUCTION PROGRAM - LOCAL ROADS & SIDEWALKS	1997	1997	14,574	4,664	RS		9,910		9,910			
1 195.0 2	RECONSTRUCTION PROGRAM - LOCAL ROADS & SIDEWALKS	1998	1998	15,529	4,969	RS		10,560			10,560		
1 196.0 2	RECONSTRUCTION PROGRAM - LOCAL ROADS & SIDEWALKS	1999	1999	16,530	5,290	RS		11,240				11,240	
1 197.0 2	RECONSTRUCTION PROGRAM - LOCAL ROADS & SIDEWALKS	2000	2000	17,467	5,589	RS		11,878					11,878

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING - continued												
1 198.0 2	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LAND	1996	2000	12,918				12,918	2,251	2,409	2,577	2,758	2,923
1 203.0 2	CATCH BASIN & DRAIN CONNECTION	1996	2000	1,235				1,235	219	232	246	261	277
1 208.0 2	1996 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS	1996	1996	832	306	RS		526	526				
1 209.0 2	1997 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS	1997	1997	887	326	RS		561		561			
1 210.0 2	1998 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS	1998	1998	951	350	RS		601			601		
1 211.0 2	1999 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS	1999	1999	1,014	373	RS		641				641	

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION
IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
	TRANSPORTATION SERVICES												
	DEPARTMENT OF ENGINEERING - continued												
1 212.0 2	2000 PROGRAM - CITY'S SHARE OF SERVICES FOR RESIDENTIAL LOCALS	2000	2000	1,086	399	RS		687					687
	SUB-TOTAL			96,700	26,643		0	70,057	12,296	13,112	13,984	14,900	15,765
	TOTAL TRANSPORTATION SERVICES			96,700	26,643		0	70,057	12,296	13,112	13,984	14,900	15,765

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
	RECREATION & CULTURAL SERVICES												
	DEPARTMENT OF CULTURE AND RECREATION												
1 105.0 2	HAMILTON AQUATIC CENTRE (ANNUAL OPERATING COST - $360,000)	1996	1998	12,000				12,000	3,000	4,000	5,000		
1 213.0 2	SOUTH MOUNTAIN RECREATION COMPLEX - EAST/WEST (ANNUAL OPERATING COST - $600,000)	1996	1998	10,000				10,000	2,500	3,000	4,500		
1 214.0 2	PARKDALE RETROFIT	1996	1996	250				250	250				
1 215.0 2	MILITARY MUSEUM RE-DEVELOPMENT (ANNUAL OPERATING COST - $60,000)	1997	1998	2,000				2,000		800	1,200		
1 216.0 2	SOUTH MOUNTAIN RECREATION COMPLEX - EAST/WEST (ANNUAL OPERATING COST - $600,000)	1998	2000	11,000				11,000			3,000	3,500	4,500

PROPOSED CAPITAL BUDGET PROGRAM 1996 – 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	FINANCING 1996	FINANCING 1997	FINANCING 1998	FINANCING 1999	FINANCING 2000
	RECREATION & CULTURAL SERVICES												
	DEPARTMENT OF CULTURE AND RECREATION – continued												
1 217.0 2	MUSEUM STORAGE FACILITY (ANNUAL OPERATING COST - $70,000)	1999	1999	2,000				2,000				2,000	
	SUB-TOTAL			37,250	0		0	37,250	5,750	7,800	13,700	5,500	4,500
	PUBLIC WORKS – PARKS DIVISION												
1 218.0 2	PARK DEVELOPMENT AND REDEVELOPMENT BY PRIORITY (ANNUAL OPERATING COST - $40,000)	1996	2000	6,000				6,000	1,200	1,200	1,200	1,200	1,200
1 219.0 2	PRIORITY PARK LAND ACQUISITION	1996	2000	10,000				10,000	2,000	2,000	2,000	2,000	2,000
	SUB-TOTAL			16,000	0		0	16,000	3,200	3,200	3,200	3,200	3,200

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
	RECREATION & CULTURAL SERVICES												
	HAMILTON PUBLIC LIBRARY BOARD												
1 171.0 2	SOUTH EAST MOUNTAIN - NEW BRANCH CONSTRUCTION (ANNUAL OPERATING COST - $718,000)	1996	1996	5,983				5,983	5,983				
1 220.0 2	SOUTH WEST MOUNTAIN - NEW BRANCH CONSTRUCTION (ANNUAL OPERATING COST - $404,000)	1997	1997	3,689				3,689		3,689			
	SUB-TOTAL			9,672	0		0	9,672	5,983	3,689	0	0	0
	TOTAL RECREATION & CULTURAL SERVICES			62,922	0		0	62,922	14,933	14,689	16,900	8,700	7,700

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
	PLANNING AND DEVELOPMENT												
	PLANNING DEPARTMENT												
1 173.5 2	ENCLAVES CLEARANCE - PHASE II	1996	1996	2,000				2,000	2,000				
	SUB-TOTAL			2,000	0		0	2,000	2,000	0	0	0	0
	PUBLIC WORKS DEPARTMENT - COMMUNITY RENEWAL												
1 221.0 2	DOWNTOWN ACTION PLAN PHASE VI INTER-CONNECTING STREETS IN DOWNTOWN CORE (ANNUAL OPERATING COST $15,000)	1996	1999	800				800	200	200	200	200	
1 222.0 2	PARK VIEW PRIDE PROGRAMME (EAST & WEST) (ANNUAL OPERATING COST COST $29,000)	1996	1998	800	400	P		400	100	200	100		

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING		PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	FINANCING 1996	FINANCING 1997	FINANCING 1998	FINANCING 1999	FINANCING 2000
		PLANNING AND DEVELOPMENT												
		PUBLIC WORKS DEPARTMENT - continued												
1	223.0	BLAKELEY/ST. CLAIR PRIDE PROGRAMME (ANNUAL OPERATING COST - $31,000)	1997	1999	400				400		100	200	100	
2														
		SUB-TOTAL			2,000	400		0	1,600	300	500	500	300	0
		TOTAL PLANNING AND DEVELOPMENT			4,000	400		0	3,600	2,300	500	500	300	0

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	***** FINANCING ***** 1996	1997	1998	1999	2000
	CAPITAL CONTINGENCY												
1 224.0 2	1996 - 2000 CAPITAL CONTINGENCY	1996	2000	7,500				7,500	1,500	1,500	1,500	1,500	1,500
TOTAL CAPITAL CONTINGENCY				7,500	0		0	7,500	1,500	1,500	1,500	1,500	1,500
TOTAL MUNICIPAL GENERAL				186,346	32,043		0	154,303	32,918	31,706	34,808	27,643	27,228

PROPOSED CAPITAL BUDGET PROGRAM 1996 - 2000
ESTIMATED COST AND FINANCING OF PROJECTS FOR CONSIDERATION IN THE YEARS 1996 AND AFTER
(000's)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & OTHER RECEIPTS AMOUNT	SUBSIDIES & OTHER RECEIPTS CODE	REQUIRED 2001 & AFTER	REQUIRED 1996 - 2000	FINANCING 1996	FINANCING 1997	FINANCING 1998	FINANCING 1999	FINANCING 2000
	PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS												
	CAPITAL LEVY												
1 22002 2 CL	CAPITAL LEVY	1996	2000		32,565			32,565	6,353	6,432	6,512	6,593	6,675
	SUB-TOTAL			0	32,565		0	32,565	6,353	6,432	6,512	6,593	6,675
	TOTAL PROCEEDS FROM CAPITAL LEVY & RESERVES			0	32,565		0	32,565	6,353	6,432	6,512	6,593	6,675
	TOTAL MUNICIPAL GENERAL			186,346	32,043		0	154,303	32,918	31,706	34,808	27,643	27,228
	LESS PROCEEDS FROM CAPITAL LEVY & RESERVES			0	32,565		0	32,565	6,353	6,432	6,512	6,593	6,675
	NET TOTAL MUNICIPAL GENERAL			186,346	64,608		0	121,738	26,565	25,274	28,296	21,050	20,553
	NET TOTAL CAPITAL BUDGET PROGRAM 1996-2000			186,346	64,608		0	121,738	26,565	25,274	28,296	21,050	20,553

NOTE: PROJECTS FINANCED BY RESERVES ARE TO BE CONSIDERED SUBJECT TO THE AVAILABILITY OF FUNDING IN THE RESERVES

GLOSSARY OF TERMS

Accrual Basis of Accounting
- The basis under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefit received, notwithstanding that the receipt of the revenue or the payment of expenditure may take place, in whole or part, in another accounting period.

Adjusted Municipal Levy
- Consists of the general municipal levy, supplementary taxes, payments-in-lieu of taxes, and receipts from telephone and telegraph companies.

Assessment
- The process of making the official valuation of property for taxation purposes. The valuation placed upon property as a result of this process.

Assessment Roll
- With real property, the official list containing the legal description of each parcel of property and its assessed valuation along with the school support (public or separate), and the owner's name and address. With business property, the assessment roll is the official list containing the name and address of the owner, nature of the business, school support, and its assessed value.

Capital General Contingency
- A reserve set aside against unforseen increases in project costs or consideration of new projects by Council, without the necessity of reducing or deleting some other project.

Contingency
- A provision within the Current Budget set aside against unforseen expense.

Consolidated Expenditure
- Net total expenditure of the Revenue Fund, Capital Fund and Reserve Fund.

Consolidated Revenue
- Net total revenue of the Revenue Fund, Capital Fund and Reserve Fund.

GLOSSARY OF TERMS

C.P.I. - Consumer Price Index
- An indicator of changes in consumer prices, as monitored by Statistics Canada.

Current Budget Management Team Sub-Committee
- A sub-committee of Management Team created to review , prioritize and recommend the funding levels.

Debenture
- An obligation resulting from the borrowing of money for the purpose of financing specific Capital projects.

Debenture Principal & Interest
- A partial payment of an original amount borrowed plus interest, based on the outstanding balance of the loan. (also referred to as debt charges)

Debt Charges-to-Adjusted Levy
- The relationship of debt charges as a percentage of adjusted levy. The City has a self-imposed guideline that debt charges should not exceed 11.6% of the adjusted levy.

Downsizing
- Establishing the appropriate staffing levels in all Departments of the Municipality to ensure efficient and effective operations. Downsizing could involve reorganizations.

F.T.E. - Full Time Equivalent
- The translation of staff positions (full- or part-time) to establish a uniform parameter of working hours.

"Hard" and "Soft" Services
- Hard services are infrastructure expenditures such as roads, sidewalks, fire buildings, etc. and soft services are mainly cultural and recreational type expenditures.

H.E.C.F.I. - Hamilton Entertainment and Convention Facilities,Inc.
- A Local Board of the City of Hamilton, incorporated by a special Act of the Province of Ontario.

GLOSSARY OF TERMS

H.S.P.C.A.
- Hamilton Society for the Prevention of Cruelty to Animals.

Local Board
- A board, commission, committee, body or local authority established or exercising any power or authority...with respect to any of the affairs or purposes of a municipality ie: Hamilton Parking Authority, Hamilton Public Library Board.

Mill Rate
- See "Tax Rate"

Modified Program Budgeting
- Budgeting that involves determining the costs of services on a per program basis.

O.M.B. - Ontario Municipal Board
- A Board of the Province given jurisdiction and power in relation to municipal affairs, including approving borrowing, approval of certain by-laws, and supervising certain expenditures.

Ontario Conditional Grants
- Provincial grants on specific types of current expenditures.

Ontario Unconditional Grants
- Provincial grants based on varios factors including households, equalization factor, provincial standard, levies and assessments. These grants assist the municipality for costs incurred in supplying services to its residents.

"Pay-As-You-Go"
- The policy of defraying a portion of the cost of Capital projects through the Current Budget instead of issuing a long-term debenture.

Payment-In-Lieu of Tax
- Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

GLOSSARY OF TERMS

Provincial Equalization Factor
- A factor calculated by the province to ensure that the assessment of rateable properties of all municipalities are equalized so that costs may be apportioned and grants provided on a basis which is just and equitable between municipalities and localities.

Reserve
- A reserve is an allocation of net revenue that does not relate to any specific asset, it cannot have a revenue or an expense of itself, and it may be established for a predetermined purpose and applied for that purpose.

Reserve Fund
- Reserve funds differ from reserves in that reserve fund assets are segregated from other assets and access to the fund is restricted to applications which meet the purpose of the fund.

"Rightsizing"
- See "Downsizing"

Self-Sustaining Municipal Services
- Revenue is not raised through property taxation but on auser fee basis.

Six-Mill Capital Levy
- Relates to the "Pay-As-You-Go" policy of the City wherein an amount is allocated in the current year's budget to help finance Capital Projects.

Special Assessment
- A compulsary levy made by a local government against certain properties to defray part or all of the cost of a specific improvement or service which presumed to be of general benefit to the public and of special benefit to such property.

Standing Committee
- Various Committees of City Council responsible for specific municipal affairs, ie: Finance & Administration, Parks & Recreation.

Supplementary Assessment
- Additional taxation revenue received as a result of new developments added to the tax roll.

GLOSSARY OF TERMS

Surplus From Previous Year
- Excess revenue over expenditure carried forward from the previous year.

Taxable Assessment
- Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each municipality, but each is based on different factors. Hamilton's assessment for 1990 taxation is based upon 1975 market values.

Tax Levy
- The net total expenditures of the current operating budget which has to be raised through property taxation.

Tax Rate
- The rate per $1,000 of taxable realty and business assessment which is applied by the municipality in order to generate the taxation revenue required for the current years' operations.

User Fees
- Any payment made by either an individual or a group to a municipality for the provision of a particular good or service, and includes licences, permits, and fees for recreational/cultural services.